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ABSTRACT

The document responds to the recognized need for a central source of statistical and general information regarding Federal training activities. The report is divided into four major sections. Part one summarizes statistical data regarding the volume, types, sources, and costs of training provided to Federal employees during Fiscal Year 1973. The main emphasis is on broad trends in training activity and the changes that occurred in those trends. Part two provides narrative highlights of agency training activities that are behind the statistics and illustrate agency activities in support of congressional and executive mandates and important issues in the public sector. Part three presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities. Part four presents summary tables of statistical information received from Federal agencies, upon which much of the analysis in the report is based. (Author)

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EMPLOYEE TRAINING IN THE FEDERAL SERVICE

FISCAL YEAR 1973

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**EMPLOYEE
TRAINING
IN THE
FEDERAL SERVICE
FISCAL YEAR 1973**



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ERRATA

Employee Training in the
Federal Service
Fiscal Year 1973

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In the section entitled "Training by Source" the sentence reading "The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73" should follow the second sentence under the heading "Non-Government Long-Term" (page 10). Additionally, "1%" should be substituted for the "4%" cited in the above sentence.

(Page 9)

The section title "Training by Grade Group and Pay System" and the two paragraphs included in this section on page 9 should directly follow the material contained under the heading "Non-Government Long-Term" (page 10).

INTRODUCTION

Employee Training In The Federal Service is published annually by the United States Civil Service Commission in response to the recognized need for a central source of statistical and general information regarding Federal training activities, and supplements the general summary included in the Civil Service Commission's Annual Report to the President. The report is divided into four major sections. Part I summarizes statistical data regarding the volume, types, sources and costs of training provided Federal employees during FY 73. The main emphasis is on broad trends in training activity and the changes that occurred in those trends.

Part II provides narrative highlights of agency

training activities that are behind the statistics and illustrate agency activities in support of Congressional and Executive mandates and important issues in the public sector.

Part III presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities.

Part IV presents summary tables of statistical information received from Federal agencies upon which much of the analysis in this report is based.

The report is designed for use by officials of the Executive and Legislative Branches who have a need for data regarding Federal training activities and by agency training officials as a source of comparative data and sources of further information.

STATISTICAL SUMMARY OF AGENCY TRAINING ACTIVITIES

For FY 73, Federal agencies reported 958,617 instances of training, an increase of 1.4% over the FY 72 total of 945,730.¹

Summary data showed the following highlights:

- *Source of Training*

Interagency training continued to grow, increasing from 88,605 in FY 72 to 97,760 in FY 73, an increase of 10.3%. Training participation at non-Government sources increased by 12%, from 163,489 to 183,107 in FY 73, while internal training continued its downward trend, decreasing from 693,637 in FY 72 to 677,840, a decrease of 2.3%.

- *Type of Training*

Professional and "Other" training continued to decline while Technical and Administrative, Management and Supervisory training increased. Technical training comprised a plurality with 41% of all participants, followed by Administrative, Management and Supervisory training courses attended by 22% of all participants.

- *Length of Training*

The average length of a training program

continued to fall, decreasing from 49 hours in FY 72 to 46.8 hours in FY 73.

Taken as a group, Federal employees spent nearly 1.2% of their available working hours in training.

- *Training by Sex*

Training of women increased 13.5% over FY 72, while participation by men declined by 3.2%. Of all participants, women comprised 30.9%, up 2.8 percentage points, while comprising approximately 33% of the total employee population of reporting agencies.

- *Training by Pay Plan*

General Schedule employees accounted for 79% of all participants, up from 76% in FY 72. Participation increased in all GS grade groups with the largest percentage increase in the GS 5-8 grouping. Participation by Wage System employees and Other Pay Systems declined 11.7% and 14% respectively.

- *Expenditures for Training*

Reported training expenditures decreased by 1% from comparable data reported in FY 72—from \$217.6 million to \$215.8 million in FY 73. The average expenditure per employee trained was \$225, a decline of 4% from FY 72.

¹ Training participation comprises all instances of attendance at formal classroom training courses of eight hours duration or longer reported by agencies with 500 or more permanent employees.

I. AGENCY TRAINING ACTIVITIES AND ANALYSIS OF DATA

AGENCY PARTICIPATION

Table 1 shows the changes that have occurred in total training participation by agency and fiscal year. Since FY 67, total participation has increased by 2.7% with all of the increase occurring in the ci-

vilian agencies. With the exception of FY 72, training by Defense agencies has shown a steady decline. These trends are illustrated in Figures 1 through 3.

Figure 4 illustrates total participation by sex from FY 67 to FY 73 (excluding FY 71). Over this period, participation by women has increased 44.3%, from 203,741 in FY 67 to 293,954 in FY 73.

Table 1. PARTICIPATION BY AGENCY AND FISCAL YEAR

	FY 1967	FY 1972	FY 1973	% Change Between FY 72-73	% Change Between FY 67-73
TOTAL	933,457	945,730	958,617	1.36	2.70
TOTAL DEFENSE	527,304	441,230	425,783	- 3.50	- 19.25
Army	204,599	178,925	177,818	- 0.62	- 13.09
Navy	140,876	122,852	109,539	- 10.84	- 22.24
Air Force	145,069	98,669	89,373	- 9.42	- 38.39
Other Defense	36,760	40,784	49,053	20.28	33.44
TOTAL NON-DEFENSE	406,153	504,500	532,834	5.62	31.19
Agriculture	57,996	59,848	59,623	- 0.38	2.81
Commerce	9,974	14,349	15,258	6.33	52.98
HEW	37,955	54,783	68,225	24.54	79.75
HUD	4,311	8,850	6,947	- 21.50	61.15
Interior	48,327	35,526	34,990	- 1.51	- 27.60
Justice	13,327	25,596	28,170	10.06	111.38
Labor	4,590	9,895	8,336	- 15.76	81.61
State	1,601	2,176	2,260	3.86	41.16
Transportation	36,053	45,558	39,537	- 13.22	9.66
Treasury	66,231	79,532	97,386	22.45	47.04
AID	1,093	0	3,214	0.00	194.05
AEC	9,485	4,081	4,273	4.70	- 54.95
CSC	1,352	2,879	3,625	25.91	168.12
D.C. Govt.	8,322	31,674	28,353	- 10.48	240.70
EPA	0	3,462	4,163	20.25	0.00
EEOC	0	579	1,106	91.02	0.00
GAO	1,281	4,430	5,792	30.74	352.15
GSA	8,216	18,715	17,736	- 5.23	115.87
Lib. of Congress	504	1,477	3,133	112.12	521.63
NASA	32,629	17,507	19,014	8.61	- 41.73
Panama Canal	12,112	3,754	4,908	30.74	- 59.48
Selective Service	1,651	10,665	6,351	- 40.45	284.68
SBA	4,051	1,387	1,224	- 11.75	- 69.79
Smithsonian	541	489	1,500	206.75	177.26
VA	40,189	56,459	60,649	7.42	50.91
All Others*	4,362	8,022	7,061	- 11.98	96.74

* 16 other agencies, each reporting less than 1,000 participants in FY 73. Data for these agencies are included in the Summary Tables in Appendix C.

FIGURE 1: TOTAL PARTICIPATION (In Thousands)

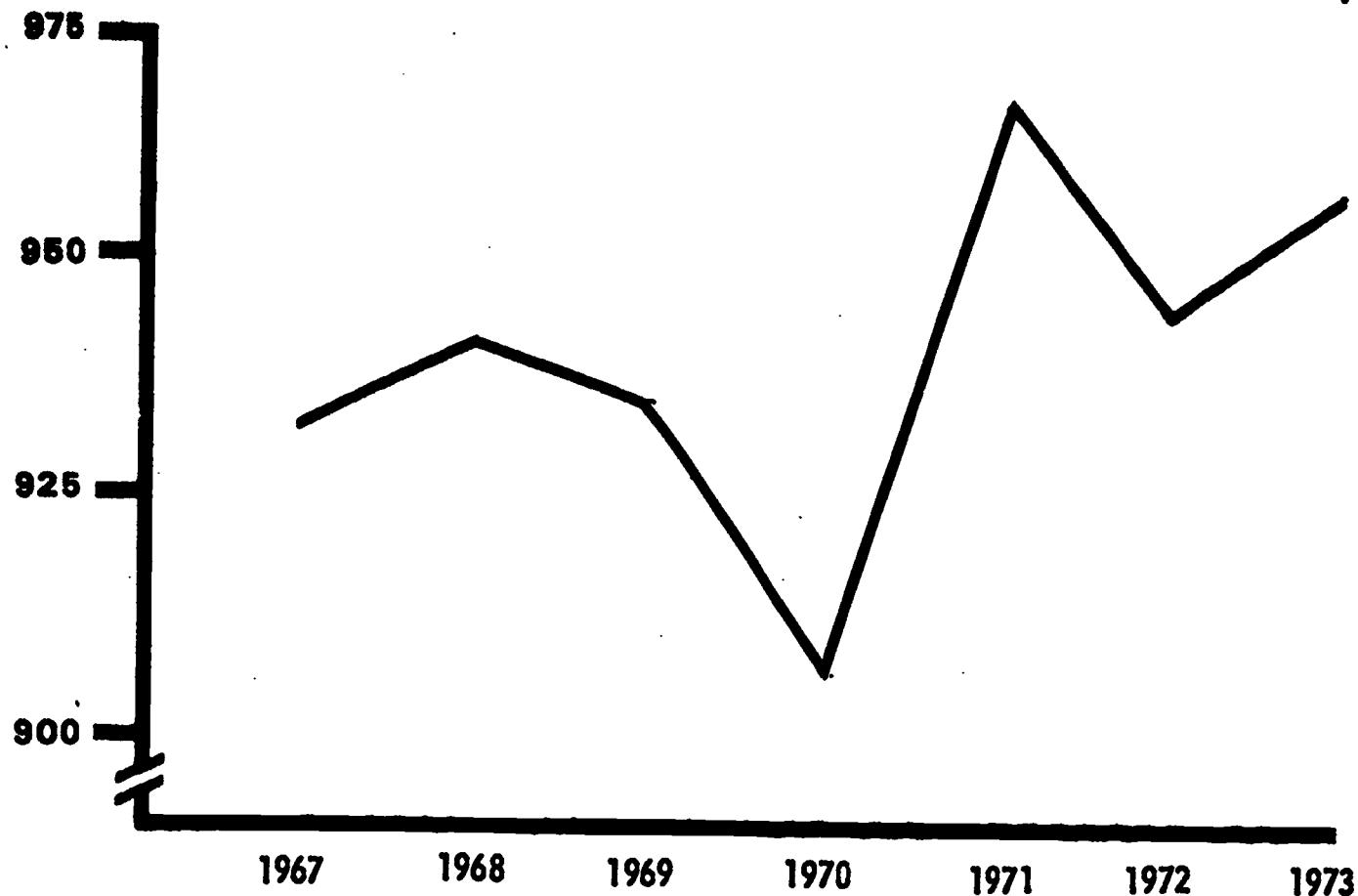


FIGURE 2: TRAINING PARTICIPATION (In Thousands)

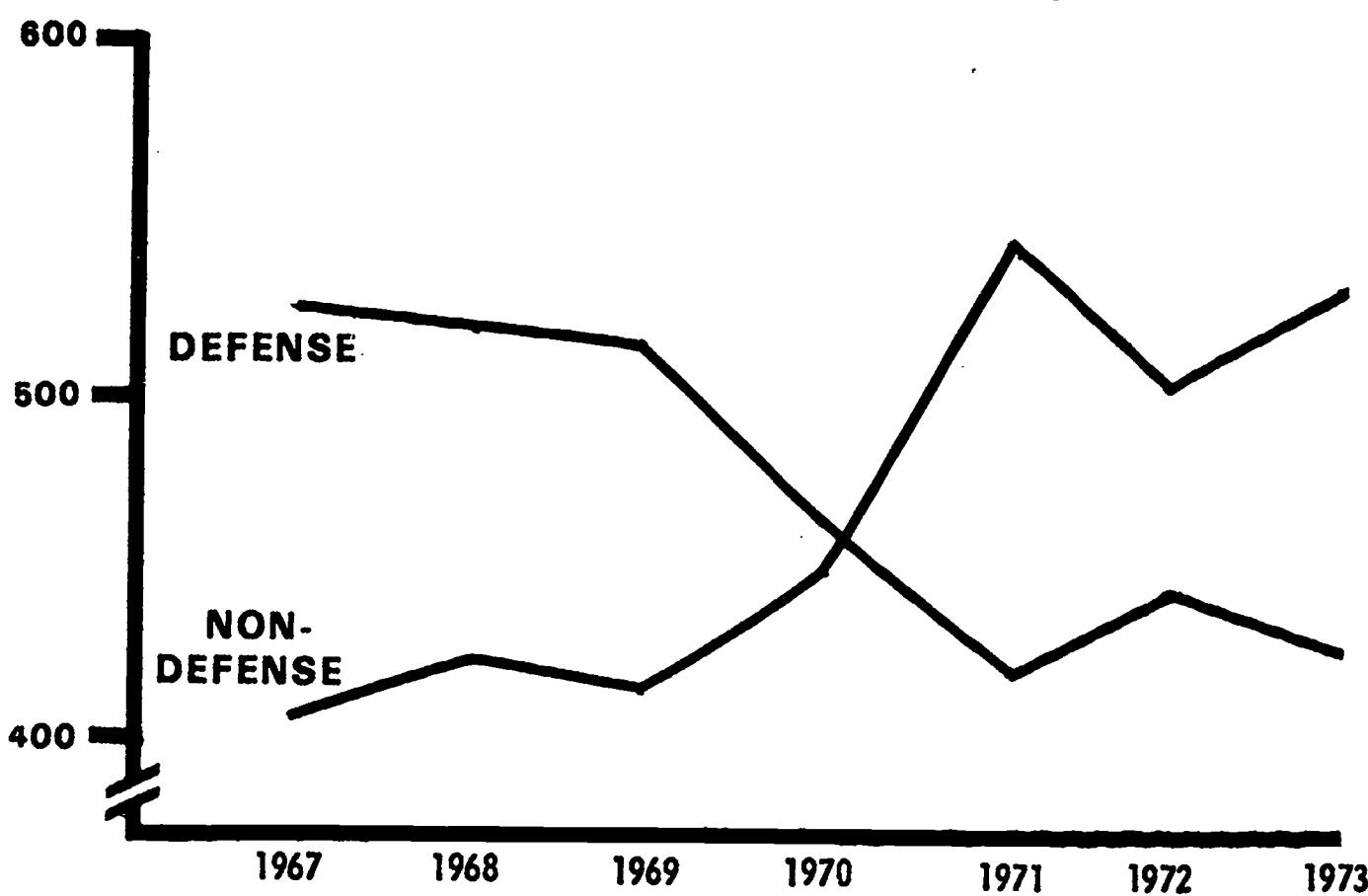


FIGURE 3: TRAINING PARTICIPATION (In Thousands)

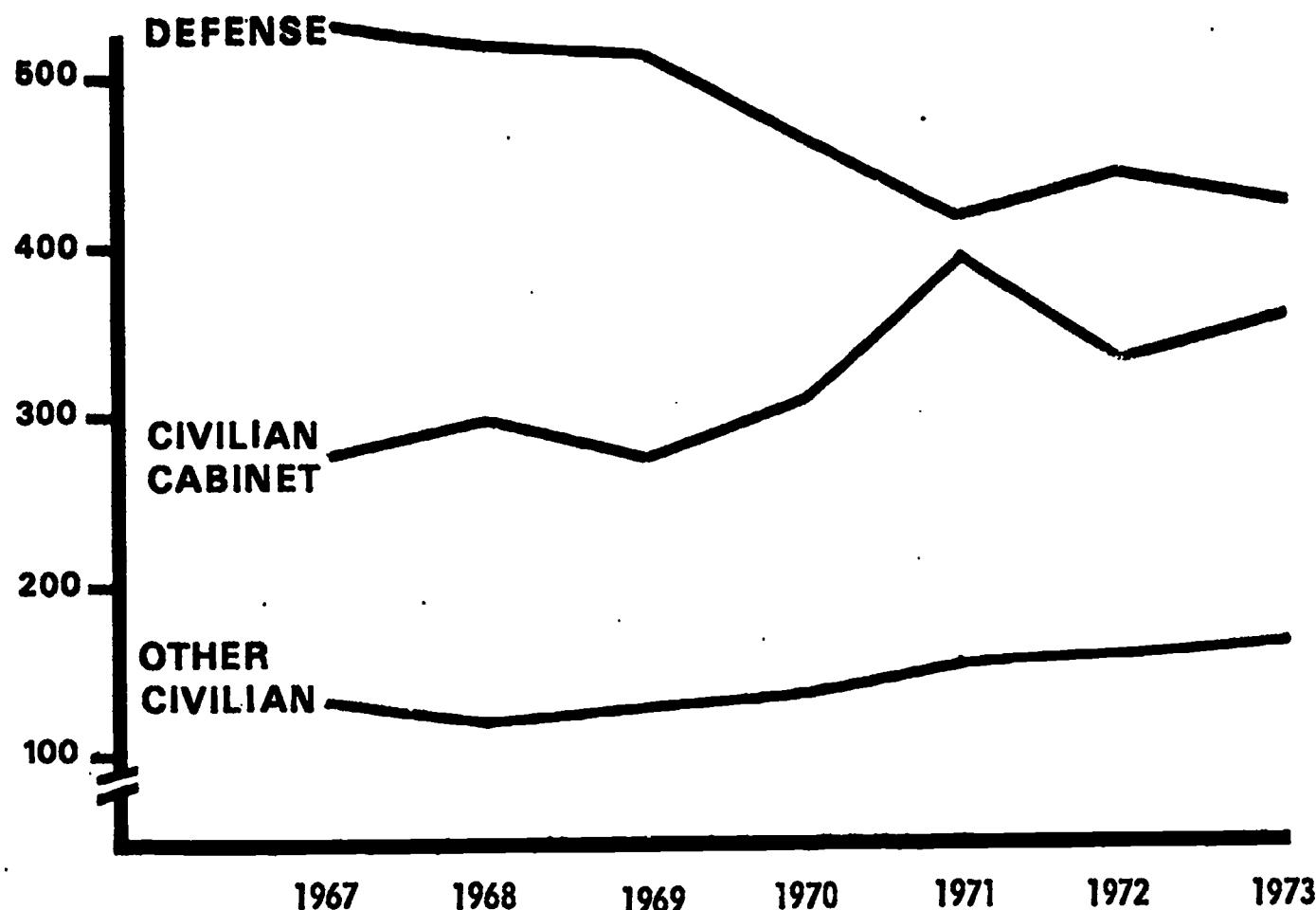
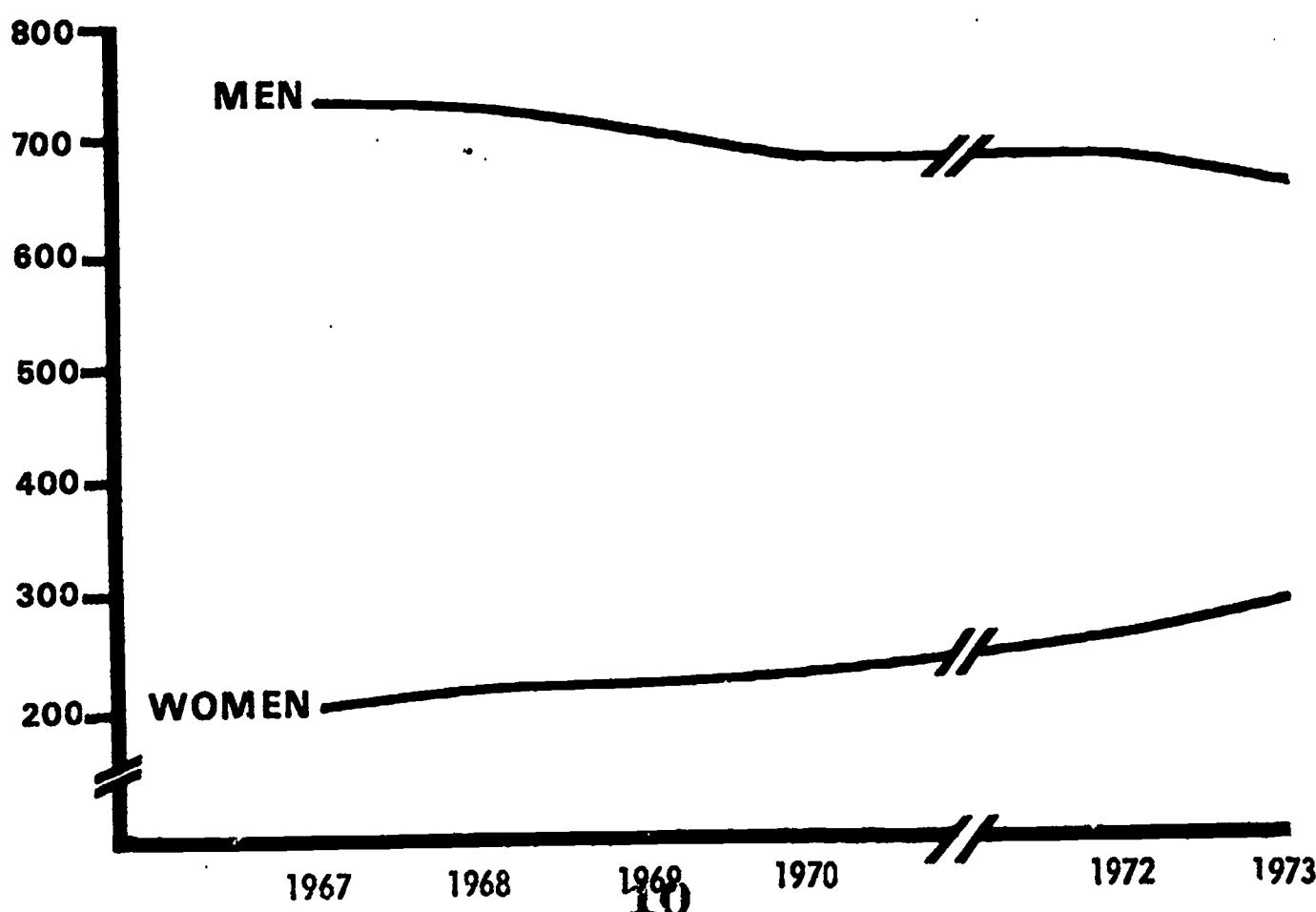


FIGURE 4: PARTICIPATION BY SEX (In Thousands)



TRAINING BY CATEGORY

Agencies report the training provided their employees under four general categories:

- Medical, Scientific, Legal, Engineering, and Related Fields (Professional).
- Technical: Trades and crafts, facilities and services, and "how to" courses in administrative techniques and skills.
- Administration, Management and Supervision (A/M/S).
- Other: Clerical and office services, orientation, safety and health and communications.

Table 2 shows the changes in participation by category of training that have occurred since FY 72. Table 3 gives the percentage of total participation by category and source for FY 73 and Figure 5 illustrates the changes in participation by category that have occurred since FY 67.

As can be seen from Figure 5, A/M/S training has been steadily increasing since FY 69 and, for the first time, has moved into second place in total participation behind Technical training.

Summary data by category show the following highlights:

Professional

- Participation declined to 150,093 in FY 73, down 2% from the FY 72 total of 152,231. This decrease was reflected in a decline of 4.8% in attendance by men, training of women in this category increased by 6.4%.
- The average course length decreased from 71 hours in FY 72 to 68 hours in FY 73.
- Professional training accounted for 15.7% of all training, down slightly from the FY 72 figure of 16.2%.

Technical

- Participation in Technical training increased 3.2% over FY 72. This increase

was reflected in the numbers of women receiving such training—up 28,129 to 112,387, an increase of 33.4% over the FY 72 total of 84,158 women participants.

- The average length of a Technical course was 52 hours, down from the FY 72 average of 54 hours.
- 40.8% of all participants attended courses in this category, up slightly from the FY 72 figure of 40.0%.

Administration, Management and Supervision

- Training in this category had the largest percentage increase in participation of all four categories—up 4.3% over FY 72, and comprised 22% of all participants in FY 73.
- This was the only category in which participant man-hours increased, up 10.8% over FY 72, resulting in an average course length of 39 hours, an increase of two hours over the FY 72 average of 37 hours.
- While most of the increase in participation was in the numbers of women trained, up 13.2% to 56,028 in FY 73 over the FY '72 total of 49,498, this was the only category of training in which participation by men also increased, up 1.5% to 155,199 over the FY 72 total of 152,880.

Other

- Both participants and participant man-hours declined in "Other" types of training, down 2.4% and 11.9% respectively and was the only category of training where participation by both men and women declined.
- The average course length decreased from 35 hours in FY 72 to 31 hours in FY 73.
- This category accounted for 21.5% of all training in FY 73, down one percentage point from FY 72.

Table 2: PARTICIPATION BY CATEGORY OF TRAINING, FY 1972-1973

Category	FY 1972	FY 1973	% Change
Professional, Medical, Scientific, and Engineering	153,231	150,093	-2.05
Technical	378,600	390,871	3.24
Administration, Management, and Supervision	202,378	211,147	4.33
Other	211,521	206,506	-2.37
ALL CATEGORIES	945,730	958,617	1.36

Table 3: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY AND SOURCE OF TRAINING—FY 1973

Category	Internal	Interagency	Source of Training		Total
			Non-Government Short-Term	Long-Term	
Professional, Medical, Scientific, and Engineering	56.0	4.6	38.7	.7	100.0
Technical	80.7	6.2	13.1	.02	100.0
Administration, Management, and Supervision	64.3	18.1	17.5	.2	100.0
Other	69.0	13.8	17.2	.01	100.0
ALL CATEGORIES	70.7	10.2	18.9	.2	100.0

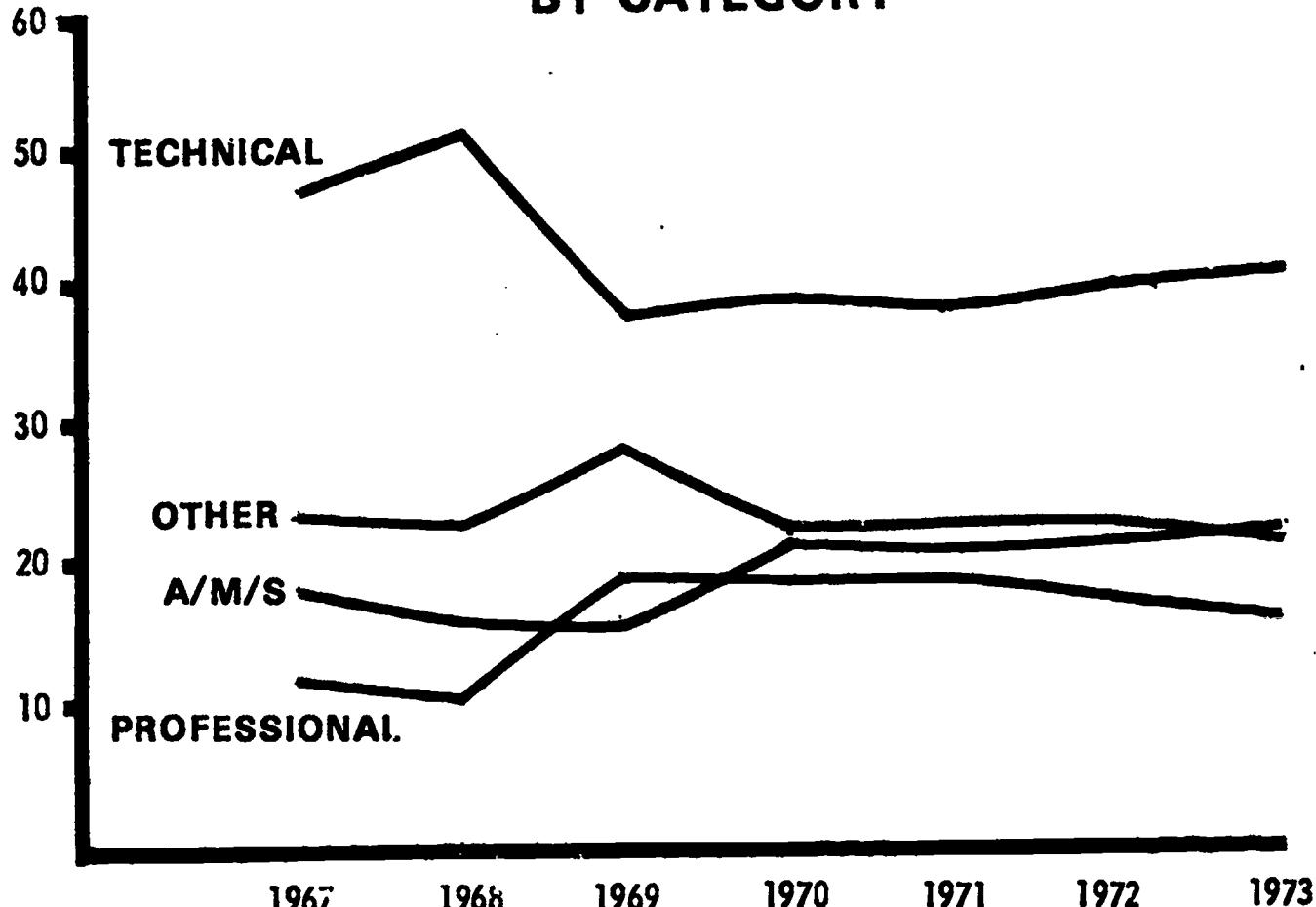
% FIGURE 5: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY

FIGURE 6: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE

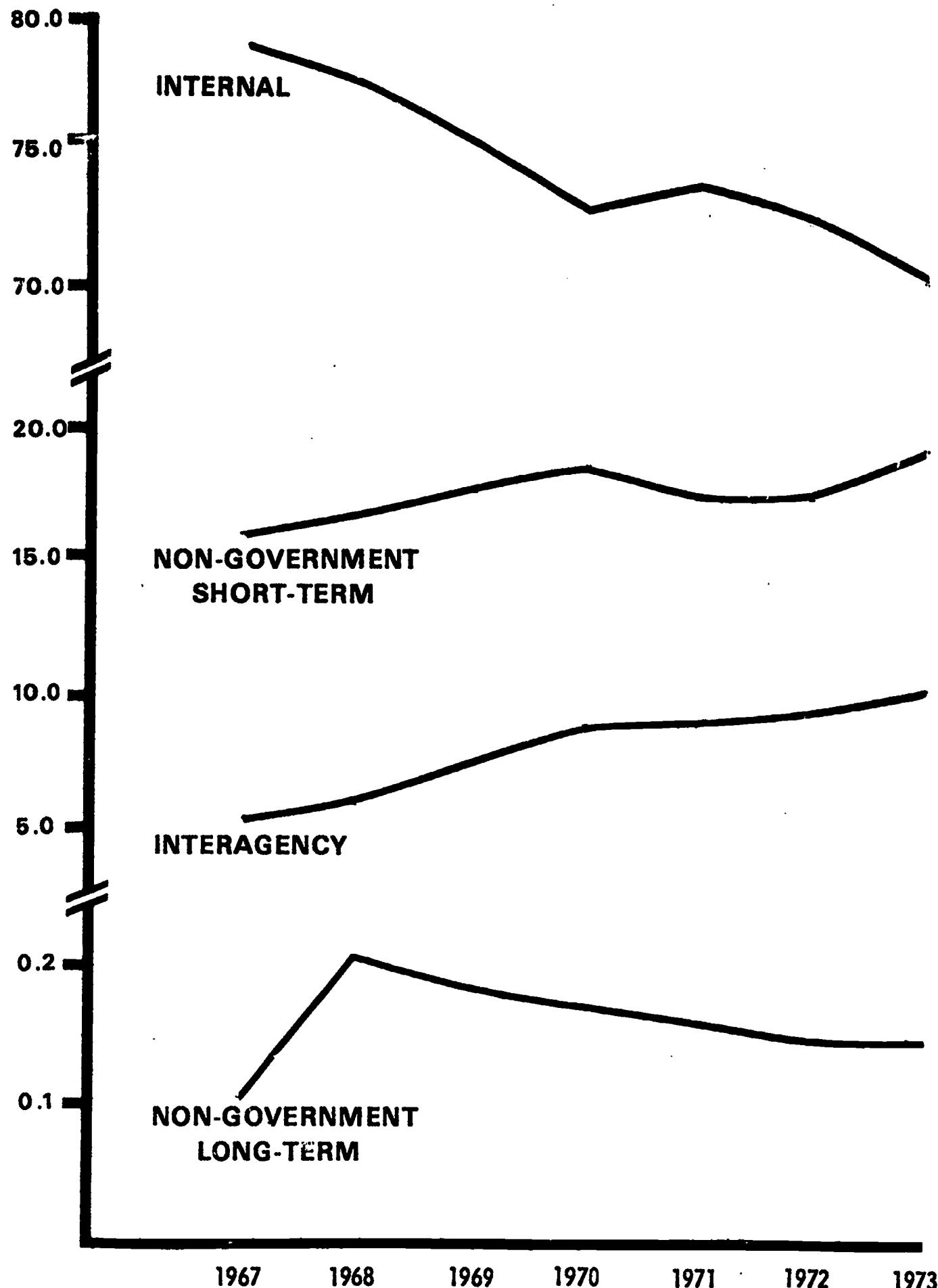


FIGURE 7: PERCENTAGE OF TOTAL TRAINING BY SOURCE BY CATEGORY

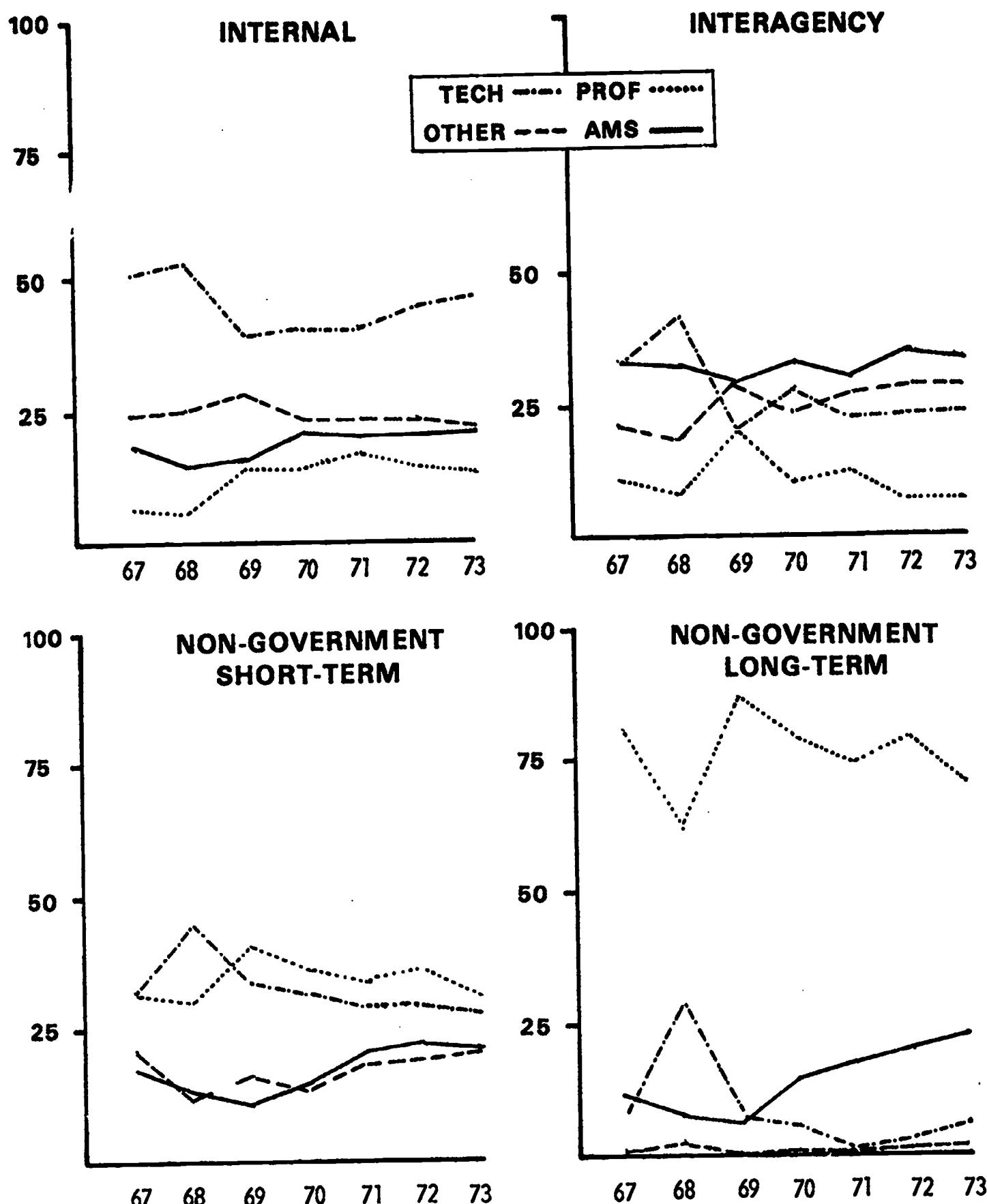


Table 4: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE AND CATEGORY—FY 1973

	Internal	Interagency	Source of Training		All Sources
			Non-Government	Short-Term	
Professional, Medical, Scientific, and Engineering	12.4	7.1	32.0	70.2	15.7
Technical	46.5	24.6	28.2	5.6	40.8
Administration, Management, and Supervision	20.0	39.1	20.3	23.1	22.0
Other	21.1	29.2	19.5	1.1	21.5
ALL SOURCES	100.0	100.0	100.0	100.0	100.0

TRAINING BY SOURCE

Agencies report training provided their employees by four sources: Internal (training conducted by the agency for its own employees); Interagency (training conducted by other agencies); Non-Government Short-Term (training conducted by non-Government sources where the total amount of time spent in training does not exceed the equivalent of 120 eight-hour days); and Non-Government Long-Term (training provided by non-Government sources in excess of 120 eight-hour days). The number of employees trained and the percentage of total participation by each source of training for FY 73 were as follows:

	Participants	Percent
Internal	677,840	70.7
Interagency	97,760	10.2
Non-Government		
Long-Term	1,404	.2
Non-Government		
Short-Term	181,613	18.9
ALL SOURCES .	958,617	100.00

Figure 6 illustrates the percentage distribution of participation by source since FY 67. This figure shows the growth in participation in interagency training and non-Government short-term training and a corresponding decrease in internal training. The mix of training by category offered by each source, however, has shown relatively little change since FY 67. Internally, Technical training comprises a plurality while in interagency courses training in Administration, Management, and Supervision comprises the plurality. In non-Government sources Professional training is predominant. An upward trend in Administration, Management and Supervisory courses is evident in all sources however. These data are illustrated in Figure 7. Table 4 shows the percentage of total participation by source and category of training.

Summary data show the following highlights by source:

Internal

- Internal training declined from 693,636 in FY 72 to 677,840, a decrease of 2.3%. While Technical training continued to comprise a plurality, increasing 2.3% to 46% of all internal training, training in Administration, Management and Supervision also increased 1%, to 20% of internal training.
- The average length of a course declined from 50 to 48 hours.
- The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73.

Non-Government Short-Term

- Participation in non-Government short-term courses showed the largest increase of any source of training during FY 73, growing from 162,078 in FY 72 to 181,613 in FY 73, for an increase of 12%.
- The subject areas of training in this source are more evenly divided than in any other source. Professional training leads with 32%, followed by Technical training, 28%; A/M/S 20%; and "Other" at 19%.
- Total man-hours increased 7.2%, but with the greater increase in the number of participants the length of an average course declined from 40 hours in FY 72 to 39 hours in FY 73.

Table 5 shows the average course lengths by sex for each source of training and the percentage changes that occurred during FY 73.

Table 5: AVERAGE COURSE LENGTH IN HOURS BY SOURCE OF TRAINING, FY 72-FY 73

	Men	FY 72 Women	Total	Men	FY 73 Women	Total	Percentage Change FY 72-FY 73		
							Men	Women	Total
Internal	54	39	50	53	36	48	-1.8	-8.3	-4.1
Interagency	40	33	38	38	31	36	-5.2	-6.4	-5.5
Non-Government									
Long-Term	1421	1437	1423	1392	1464	1408	-2.0	+1.8	-1.0
Non-Government									
Short-Term	42	37	41	40	36	39	-5.0	-2.8	-5.1
ALL SOURCES ..	53	39	49	51	36	47	-3.9	-8.3	-4.2

TRAINING BY GRADE GROUP AND PAY SYSTEM

Because of the flux in agency population distribution, gross data on the numbers of employees trained by grade group and pay system do not present the most accurate picture of the rate of training or of the change of the rate. For this reason, this analysis of training by grade group and pay system is based on the computation of training participant ratios and participant man-hour ratios.

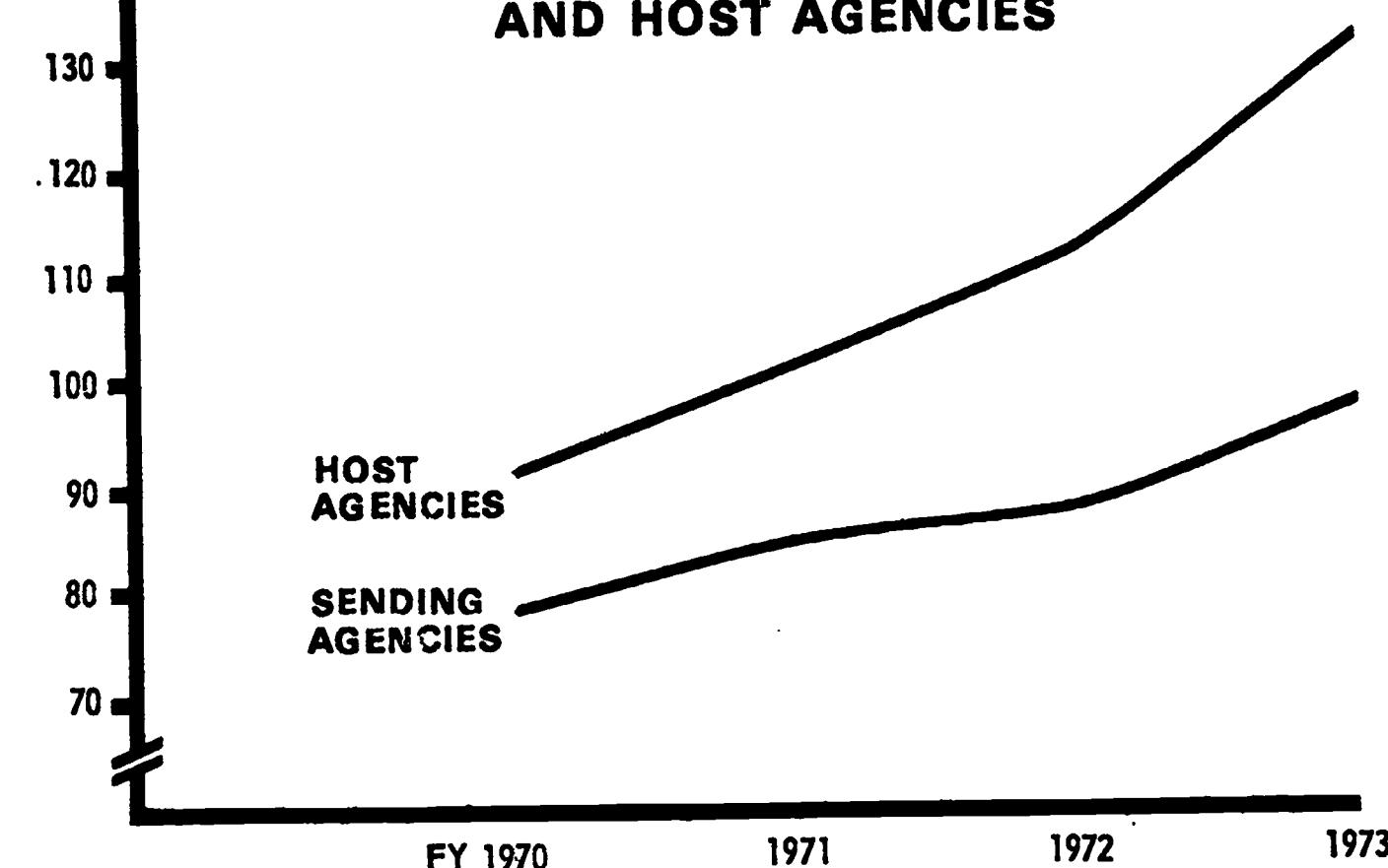
To determine the participant ratio for any group of employees, the number of training participants is divided by the population for that category.

Thus, a group of 100 employees with 50 instances of training would have a participant ratio of 50%.

Interagency

- Participation in interagency training continued to increase in FY 73, growing from 88,605 in FY 72 to 97,760, an increase of 10.3%. This was reflected in large increases in participation by women in GS grades 1-8, from 32,260 in FY 72 to 39,294 in FY 73, an increase of 21.2%.
- The average course length, however, declined from 38 to 35 hours.

FIGURE 8: COMPARISON OF INTERAGENCY TRAINING
PARTICIPATION AS REPORTED BY SENDING
AND HOST AGENCIES



- Training in Administration, Management and Supervision accounted for 39% of all interagency training.

In addition to reporting on the numbers of employees sent to interagency training, agencies are also requested to report on the numbers of employees from other Federal agencies to whom they provided training. As discussed above, agencies reported sending 97,760 of their own employees to other agencies for training. However, agencies which conducted training for employees of other agencies reported providing training to 131,148 employees of other agencies. Checks with sources of interagency training ("host" agencies) indicate several possible explanations for this discrepancy. First, host agencies often include training of less than eight hours duration in their count, training which is not to be reported by the sending agency. Secondly, agencies with less than 500 full-time employees and the U.S. Postal Service, do not report their training activities to the Civil Service Commission but their interagency training participants would be reflected in the numbers of employees reported by host agencies. While the total of such training would be relatively small, it is probably an appreciable percentage of the discrepancy. Finally, sending agencies are likely to have more accurate data on participants sent to training on a reimbursable basis than for training offered at no cost to the participant. In both cases however, the participant records of the host agencies are probably based on a head count made in the classroom which could easily be higher than the records count made by the sending agency.

Figure 8 illustrates the differences between participation reported by sending agencies versus the number of employees reported as being trained by host agencies since FY 70. For fiscal years 1967 to 1969, host agencies divided their reports into two categories: participation in courses of eight hours duration or longer; and courses lasting less than eight hours. Only in FY 1968 did the eight hour plus participant data from the host agencies agree with that of the sending agencies. Hence, while it is obvious that total training activity is greater than formally reported, an exact count is not possible.

Beginning in FY 74, statistical data on training will be submitted in a new format made possible by the expansion of the Central Personnel Data File (discussed in Part III of this report). This will provide a more accurate and comprehensive picture of sending agencies' activities. The methods by which host agencies' reports are compiled will be reviewed and modified as required to minimize these discrepancies.

Non-Government Long-Term

- Participation in long-term training remained nearly constant from FY 72, slowing a steady decline which began in FY 68.
- 70% of all participants attended courses in the Professional category followed by 23% of Administrative, Management and Supervisory courses.

Similarly, the training man-hour ratio is determined by dividing the number of hours spent in training by the total number of hours worked by the employee group. If the group worked for one million man-hours during the course of a year and spent ten thousand of those hours in training, the man-hour ratio would be 1%. This year, as in the past, the number of hours worked by a full-time employee is taken to be 1,816 hours per year. This is eight hours a day for 227 days (260 days less 8 paid holidays, 20 days annual leave, and 5 days sick leave).

The format for this analysis was first used for the FY 1971 report and was based on data for 31 Federal agencies. Cabinet departments and large agencies (over 10,000 employees) were included where over 50% of the employees were either General Schedule or Wage Systems employees. Those agencies were Agriculture, Commerce, Army, Navy, Air Force, Other Defense, GSA, HEW, HUD, Interior, Justice, Labor, NASA, Transportation, Treasury and VA. In addition, 15 small agencies were included. Those were CAB, CSC, EEOC, FCC, FHLBB, FPC, FTC, ICC, Library of Congress, NLRB, OMB, Railroad Retirement Board, SEC, SBA, and the Smithsonian Institution. Those agencies employed 98% of all General Schedule employees and 95% of all Federal employees (excluding US Postal Service and TVA which are not required to report their training activities to the CSC). This year, except for the Library of Congress, population data by sex for these agencies was available from the Central Personnel Data File. Hence, the analysis for this year and succeeding years, will be based on the 30 agencies for which this data is available. In FY 73, the 30 agencies employed 97% of all General Schedule personnel and 89% of all Federal employees.

For the 30 agencies studied, the training participant ratio was 44.2%, up from 42.7% in FY 72, while the man-hour ratio remained constant at 1.2%. For all training participants, the average course length was 47 hours, down from the FY 72 average of 49 hours.

Table 6: COMPARISON OF EMPLOYEE POPULATION AND TRAINING PARTICIPATION BY GRADE GROUP AND PAY SYSTEM, FY 1973

Pay System	Men	Percent of Total Population Women	Total	Percentage of Total Participation		Total
				Men	Women	
General Schedule						
GS 1-4	4.5	13.3	17.8	3.5	9.7	13.1
GS 5-8	8.9	11.2	20.1	11.6	12.5	24.1
GS 9-12	18.6	3.2	21.8	29.5	5.5	35.0
GS 13-15	7.8	.3	8.2	11.1	.5	11.6
GS 16-183	.01	.3	.3	.01	.3
Wage Systems	23.3	2.2	25.8	12.1	.8	12.9
Other Systems	2.9	2.5	5.4	1.2	1.7	2.9
ALL SYSTEMS	66.8	32.7	100.0	69.2	30.8	100.

Table 7: PARTICIPANT AND MAN-HOUR RATIOS BY PAY SYSTEM, FY 1972 AND FY 1973

Pay System	Participant Ratio		Man-Hour Ratio	
	FY 72	FY 73	FY 72	FY 73
General Schedule				
GS 1-4	33.8%	32.6%	0.8%	0.7%
GS 5-8	49.0%	32.0%	1.5%	1.5%
GS 9-12	69.8%	71.0%	2.0%	1.9%
GS 13-15	63.1%	62.4%	1.9%	1.7%
GS 16-18	47.3%	42.4%	1.5%	1.1%
Wage Systems	21.2%	22.1%	0.5%	0.6%
Other Systems	26.1%	24.4%	0.5%	0.6%
ALL SYSTEMS	42.7%	44.2%	1.2%	1.2%

Table 8: PERCENTAGE CHANGES FOR 31 AGENCIES FY 72-73

Pay System	Population	Participants	Man-Hours	Part. Ratio	MH-Ratio	Hrs/Part.
General Schedule						
GS 1-4	12.5	8.4	4.2	- 3.6	- 7.9	- 3.9
GS 5-8	3.8	12.2	2.0	8.1	- 1.6	- 9.1
GS 9-12	0.3	1.9	- 3.6	1.7	- 3.7	- 5.5
GS 13-15	1.0	0.02	- 10.1	- 1.0	- 11.0	- 10.1
GS 16-18	38.0	23.6	3.5	- 10.5	- 24.4	- 16.2
Wage Systems	- 16.0	- 12.4	3.3	4.4	23.4	- 17.8
Other Systems	17.2	8.9	39.5	- 7.1	25.0	28.1
ALL SYSTEMS	- 0.5	3.0	- 0.6	3.4	- 0.3	- 3.4

FIGURE 9: PARTICIPANT RATIOS BY GRADE GROUP AND PAY SYSTEM

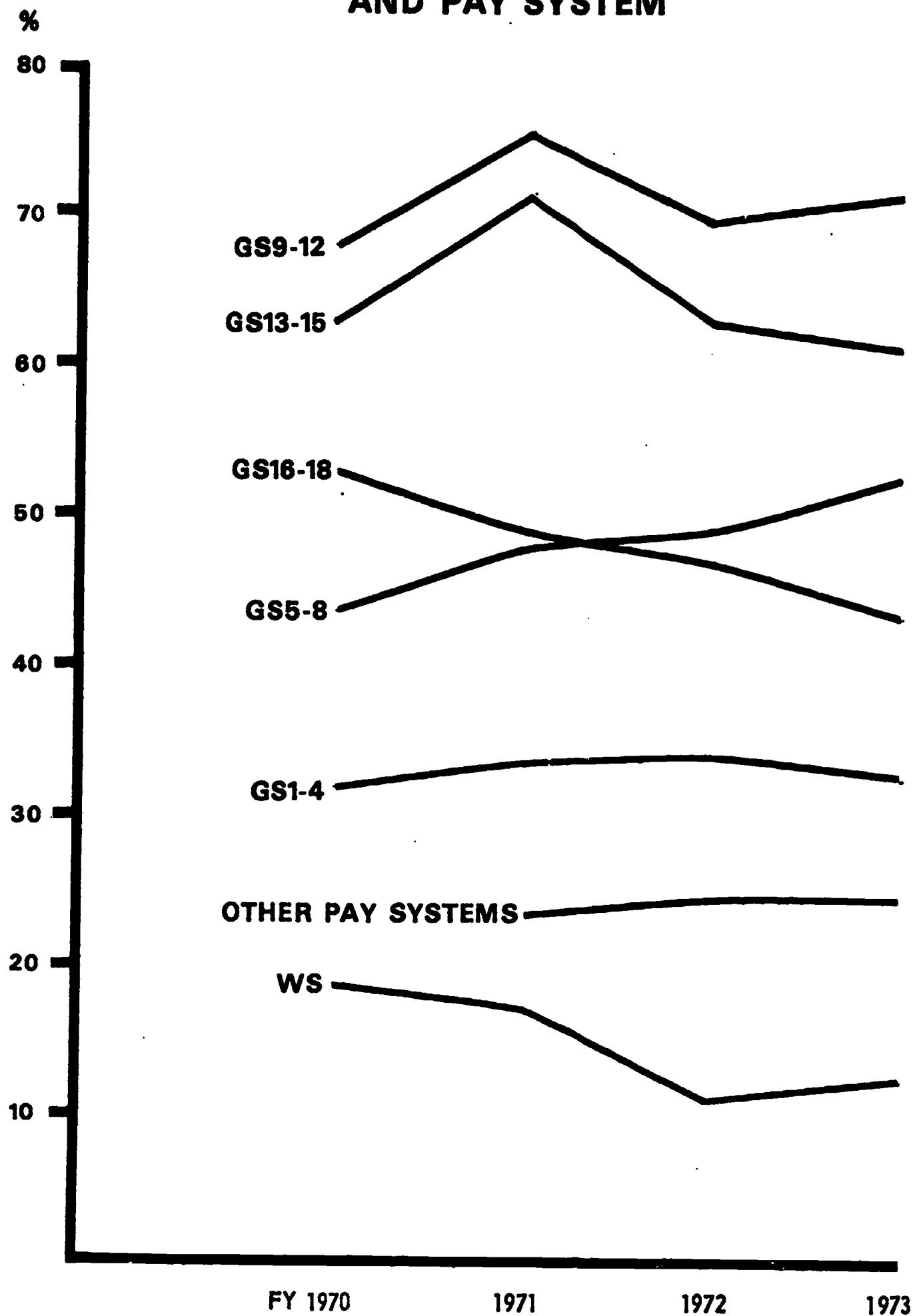


FIGURE 10: PERCENTAGE OF TOTAL PARTICIPATION BY GRADE GROUP AND PAY SYSTEM (ALL AGENCIES)

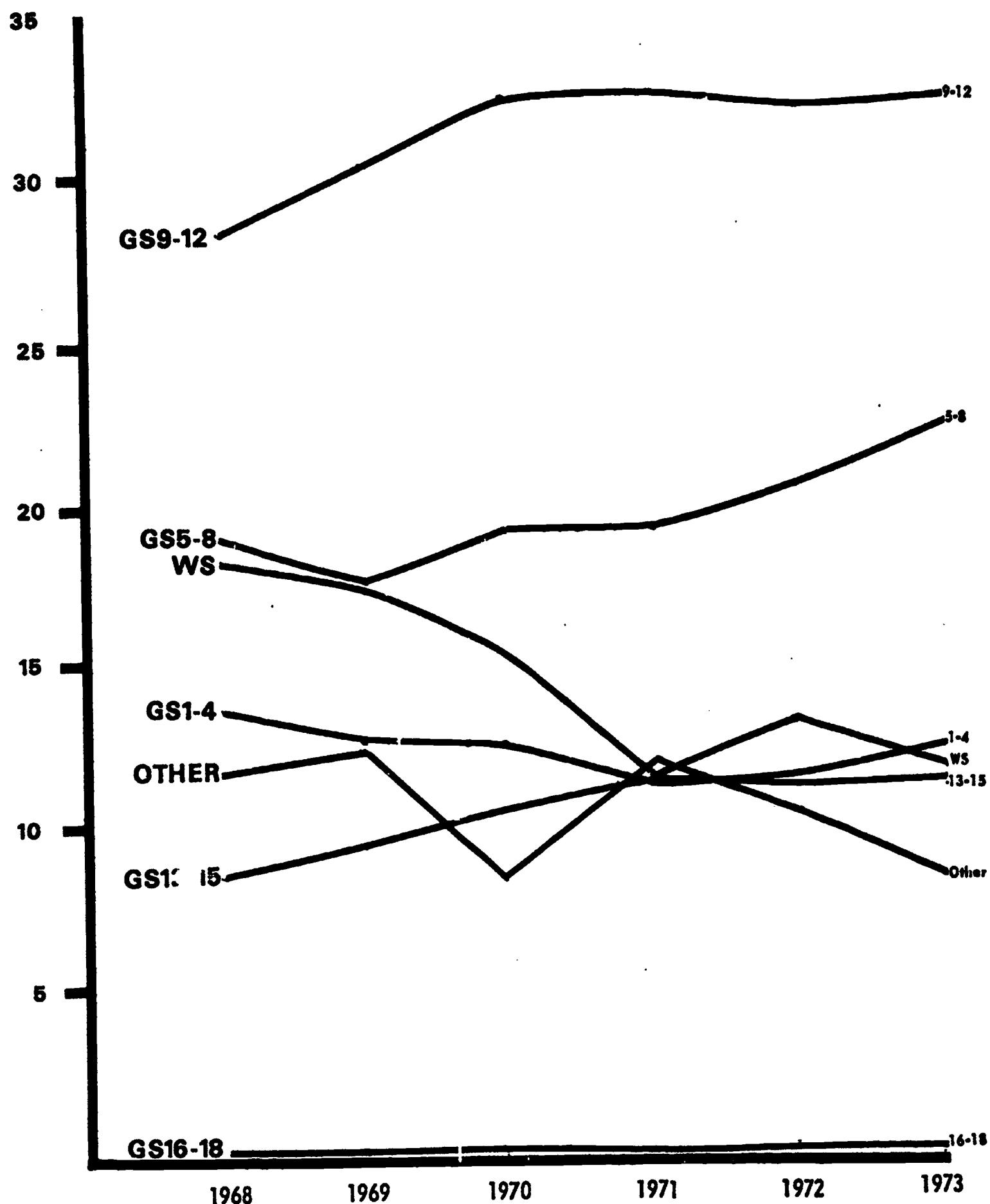


Table 6 shows the percentages of total employee population and training participation by sex, by grade group and pay system for FY 73. Table 7 shows the participant and man-hour ratios for FY 72 and FY 73 and Table 8 shows the percentage changes that have occurred in the various measures of training activity from FY 72 that occurred during FY 73. (NOTE: The data for GS 16-18's in Table 6 shows a large increase of 38% in the employee population during FY 73. This resulted from a more accurate count of their personnel and includes Public law and supergrade equivalents for pay systems other than General Schedule).

These data, and Figures 9 and 10 form the background for the following discussion. Summary data tables for each of the 30 agencies are contained in Appendix B of this report.

TRENDS

General Schedule

• GS 1-4

- The number of lower-level employees increased 12.5% during FY 73, from 306,843 in FY 72 to 345,212 in FY 73. The number of employees in this group who attended training sessions increased 8.4%, from 103,845 in FY 72 to 112,557. This represents 32.6% of all GS 1-4 employees.
- The GS 1-4 population represented 17.8% of all employees, and 13.1% of all training participants, compared to FY 72 where they totaled 15.7% of all employees and 12.5% of all participants.
- The amount of time spent in training by employees in this group declined however, from 42 hours in FY 72 to 40 hours in FY 73, accounting for 11% of all participant man-hours.

• GS 5-8

- The number of employees in GS grades 5-8 increased 3.8% over FY 72, rising from 375,588 to 389,894. Training participation however, increased by 12.2% from 184,199 in FY 72 to 206,715.
- Employees in this grade group accounted for 20.1% of all employees and 24.1% of all training participants, up from 19.3% and 22.1% respectively. Of all GS 5-8 employees, 53% attended training.
- The average course taught was 50.2 hours, down 9% from the 55.3% average in FY 72.

• GS 9-12

- The population of this grade group remained nearly constant, increasing by only .3% from 421,150 in FY 72 to 422,267 in FY 73. The number of these employees attending training increased by 2%, from 293,818 in FY 72 to 299,696 in FY 73.
- The GS 9-12 group represented 21.8% of all employees and 35% of all training participants. 71% of all these employees attended training, the highest ratio of any employee group.
- The average course length lasted 48 hours, down from 51 hours in FY 72.

• GS 13-15

- The total population of this grouping increased 1%, from 157,623 in FY 72 to 159,191 in FY 73. Training participation remained nearly constant, increasing by only 19 participants to 99,404 in FY 73.
- Participants in this group accounted for 11.6% of all participants and 8.2% of all employees compared to the FY 72 figures of 11.9% and 8.8%.
- The average length of a training session declined 10%, from 54 hours in FY 72 to 48 hours in FY 73.

• GS 16-18

- As noted earlier, the number of personnel in this group increased 38%, the result of a more accurate count of Federal executive personnel. Since training data on GS 16-18's and their equivalents in other pay systems was also collected from agencies in a different format, comparisons with prior years are not necessarily valid. For this reason, training of these personnel will be discussed separately in the following section of the report. Tables 6, 7 and 8 and Figures 9 and 10, however, display that data on executive personnel for the 30 agencies studied.

Wage Systems

The number of Wage Systems employees decreased by 16% during FY 72, resulting from a decrease of 99,000 such employees within the Department of Defense. This was the only employee group in which total population declined. Training Participation decreased 12.4%, from 126,153 participants in FY 72 to 110,556 in FY 73. The participant ratio remained relatively constant, increasing from 21.2% in FY 72 to 22.1% in FY 73.

Wage Systems employees represent 25.8% of all Federal employees but only 12.8% of all participants and 12.8% of all participant man-hours. The comparable figures for FY 72 were 30.4% of the population, 15.1% of all participants and 12.3% of all man-hours. The average length of a training session however, increased 17.8%, 40 hours in FY 72 to 47 hours in FY 73.

OTHER PAY SYSTEMS¹

The population in other pay systems increased 17.2% in FY 73, from 89,036 in FY 72 to 104,323 in FY 73, accounting for 5.7% of all participants. Since the number of training participants increased by only 8.9%, the participant ratio de-

clined by 26.1% in FY 72 to 22.1% in FY 73. Training participants in these pay systems spend an average of 41 hours in training, an increase of 19%.

EXECUTIVE TRAINING

In FY 73 all agencies were requested to report separately on the formal classroom training provided their executive personnel (defined as GS 16-18's, Public Law and personnel of other pay plans in equivalent positions). Forty-four agencies reported

¹ Other Pay Systems include the VA Department of Medicine and Surgery, officers of the Coast and Geodetic Survey, and others.

Table 9. EXECUTIVE PARTICIPATION BY SOURCE AND CATEGORY OF TRAINING

Category	Internal		Interagency		Non-Government				Total	Women
	Men	Women	Men	Women	Long-Term	Short-Term	Men	Women		
Professional	176	5	77	0	7	0	326	12	586	17
Technical	33	1	25	2	0	0	55	1	112	4
Admin, Mgmt and Sup ..	646	16	734	31	5	0	643	10	2029	57
Other	41	0	69	6	0	0	58	1	168	7
TOTAL	896	22	905	39	12	0	1082	24	2895	85

Table 10. DISTRIBUTION OF EXECUTIVE TRAINING BY SOURCE AND CATEGORY OF TRAINING (IN PERCENT)

	Internal	Interagency	Non-Government		Total
			Long-Term	Short-Term	
Professional	6.1	2.6	0.2	11.3	20.2
Technical	1.1	0.9	0.0	1.9	3.9
Admin, Mgmt, and Sup ..	22.2	25.7	0.2	21.9	70.0
Other	1.4	2.5	0.0	2.0	5.9
TOTAL	30.8	31.7	0.4	37.1	100.0

Table 11. PERCENTAGE OF TOTAL EXECUTIVE PARTICIPATION BY SEX BY CATEGORY AND SOURCE OF TRAINING

	Internal		Interagency		Non-Government				All Sources	Women
	Men	Women	Men	Women	Long-term	Short-term	Men	Women		
Professional	6.1	5.9	2.7	0.0	0.2	0.0	11.3	14.1	20.2	20.0
Technical	1.1	1.2	0.9	2.4	0.0	0.0	1.9	1.2	3.9	4.7
Admin, Mgmt and Sup ..	22.3	18.8	25.4	36.5	0.2	0.0	22.2	11.8	70.1	67.1
Other	1.4	0.0	2.4	7.1	0.0	0.0	2.0	1.2	5.8	8.2
TOTAL	30.9	25.9	31.3	45.9	0.4	0.0	37.4	28.2	100.0	100.0

providing training to 2,980¹ of their executives, representing 34.1% of all executive personnel. Table 9 shows executive participation by men and women by source and category of training. Table 10 gives the percentage of total participation by source and category while Table 11 provides the percentages of total participation by sex. While the total number of women executives receiving training is small, their participant ratio of 79.4% greatly exceeded the 34.6% ratio for the men.

The large majority of executives, 70%, attended some form of Administrative, Managerial and Supervisory training followed by Professional training with 20%. The average course length for all categories of training was 54 hours.

TRAINING EXPENDITURES

During FY 73, agencies reported expenditures of \$215,369,951 for training, a decrease of 1% from comparable expenditures reported in FY 72. This is the first time that reported expenditures have decreased since FY 70 when cost data was first collected for all sources of training. Of this amount, 53% was accounted for by staff salaries and the remaining 47% was expended for non-salary items: tuition, travel and *per diem*, contracted services,

¹ Includes data from six agencies with less than 500 permanent employees and some personnel counted under "Other Pay Systems" in other sections of this report, and 136 Foreign Service Officers in AID not normally reported.

² Data on expenditures for Internal tuition and books and materials were not requested. Comparisons with prior years were adjusted accordingly. Some agencies, however, did report this data. While not included in the analysis of this section of the report, their data are included in the tables in Appendix C.

books and materials, rental of space, and other related items. The average cost per participant was \$225, a decrease of \$10 from the FY 72 average of \$235.

Non-Salary Expenditures

Non-salary expenditures totaled \$100,474,082, a decrease of 3.4% from FY 72². The average non-salary expenditure per participant was \$105 in FY 73 compared to \$110 in FY 72. This decrease in expenditures was accounted for by a decline in the travel and *per diem* expenditures for internal training of \$11.8 million, or 24.2%. This decrease was sufficient to off-set increases in tuition payments of \$5.3 million and other expenditures of \$1.3 million.

Table 12 shows the distribution of non-salary expenditures by type and source of training.

Salary Expenditures

Salary expenditures for full and part-time personnel engaged in agency training activities totaled \$114,895,869 in FY 73. This was an increase of \$1.2 million, or 1.1% over the total for FY 72. With the increase in training participation, however, the average salary expenditure per employee trained remained constant at \$120.

- Full-Time Personnel Salary Expenditures

Full-Time salary expenditures of \$100,688,144 were reported by 6,860 personnel in the following categories:

—Employees Development Specialists:

Table 12. AGENCY NON-SALARY EXPENDITURES FOR TRAINING, FY 1973
(IN DOLLARS)

Type of Expense	Internal	Interagency	Non-Government Short-Term	Long-Term	Total	Percent of Total Expenditures	Percent Change From FY 72
Tuition and Related Fees	0	9,979,630	19,904,905	2,102,258	31,986,793	31.8	20.6
Travel and Per Diem	36,008,108	4,712,493	9,675,225	1,510,988	51,906,814	51.7	- 16.4
Other Expenditures	11,238,434	670,725	4,242,871	428,445	16,580,475	16.5	8.2
TOTAL	47,246,542	15,362,848	33,823,001	4,041,691	100,474,082	100.0	- 3.4
Percent of Total Expenditures ..	47.0	15.3	33.7	4.0	100.0		
Percent Change From FY 72 ..	- 17.8	16.3	14.5	8.1	- 3.4		
Percent Change From FY 67 ..	—	239.6	78.2	22.7	54.9*		

* Internal expenditures not included in determination of percentage.

Table 13. TRAINING EXPENDITURES BY SOURCE OF TRAINING: COST PER PARTICIPANT AND PER PARTICIPANT-HOUR, FY 1973

Source of Training	Participants	Total Expenditures (000,000)	Average Cost Per Participant	Percent Change in Average Cost		Average Cost Per Hour	Percent Change in Average Cost Per Hour FY 72-FY 73
				Cost Per Participant FY 72-73	Participant Man-Hours (000,000)		
Internal	677,840	121.2	\$ 178.74	-5.7	32.2	\$3.75	-1.1
Interagency	97,760	15.4	\$ 157.15	5.4	3.5	\$4.35	10.1
Non-Government							
Short-Term	181,613	33.8	\$ 186.24	2.1	2.0	\$4.78	6.8
Non-Government							
Long-Term	1,404	4.0	\$2,878.70	8.6	7.1	\$2.04	9.7
ALL SOURCES ..	958,617	174.4	\$ 181.91	-3.36	44.9	\$3.79	1.7

2,320 personnel earned \$39,284,176 in salaries

—Instructors—\$39,516,148 was earned by 2,403 employees

—Clerical and Administrative Support 3,137 personnel in this category earned salaries totaling \$21,887,820.

The total of these expenditures represents an increase of \$1.9 million, or 2%, over FY 72. The numbers of full-time training personnel, however, declined by 2.5% from 7,038 in FY 72 to 6,860 in FY 73. Their average salary was \$14,677 in FY 73, up \$600 from FY 72 which is accounted for by the Federal pay raise which went into effect in January, 1973.

While salary expenditures have risen over 138% since FY 67, the average grade level of training personnel has shown little change, rising from approximately GS-11 step 5 to a step 6.

• Part-Time Salary Expenditures

Part-time personnel, defined as employees who spend at least 25% of their time on training activities, worked approximately 1,170 man-years and earned \$14,207,725 in salaries, representing 12.4% of all salary expenditures and 14.7% of all man-years. The average salary increased 16.7% from \$10,405 in FY 72 to \$12,139 in FY 73.

Expenditures by Source of Training

The preceding discussion of salary and non-salary expenditures does not provide an accurate picture of the costs to the agencies of training an individual through a particular source of training. Salary and non-salary costs must be combined to provide more accurate data on the costs per instance of training. Hence, for this analysis, the salary expenditures for instructors and part-time train-

ing personnel were added to the non-salary expenditures reported for internal training. Also added was one third of the salary expenditures for Employee Development Specialists and clerical and administrative support personnel. These additions, totaling \$73,910,630, were made to off-set the absence of internal tuition payments which in non-agency sources are primarily applied to training staff salaries. No salary additions were made to the non-salary expenditures of the other sources of training. Table 13 presents a breakdown of these adjusted expenditures by source, the average costs per participant and man-hour of training, and the percentage changes from similar FY 72 expenditures that occurred during FY 73.

Summary data on expenditures by source of training show the following highlights:

• Internal

—Non-salary expenditures for internal training totaled \$47.2 million, a decrease of 17.8% from the FY 72 total of \$57.5 million, and accounted for 47% of all expenditures, down from the 55.3% figure in FY 72. Assigned staff salaries of \$73.9 million, representing 64% of all salary expenditures, showed no significant change from FY 72. Adding the non-salary and assigned staff salary expenditures, the total cost of internal training was \$121.2 million, a decrease of 7.9% from the FY 72 total of \$131.5 million.

—Participation in internal training, on the other hand, decreased 2.3% and accounted for 70.7% of all training. The average cost per participant decreased \$11, or 5.7%, from \$190 in FY 72 to \$179 in FY 73.

—All of the decrease in expenditures was

FIGURE 11: DISTRIBUTION OF FULL TIME PERSONNEL BY CATEGORY, FY 1973

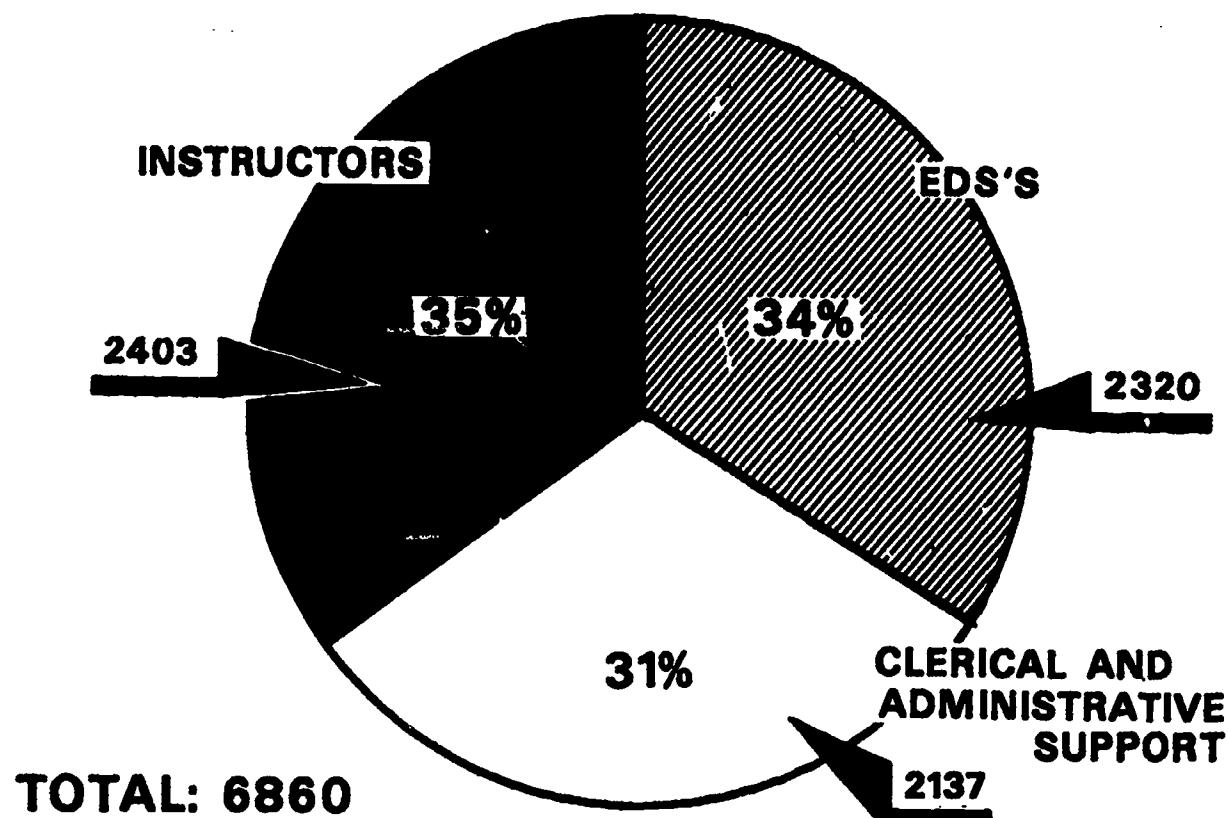
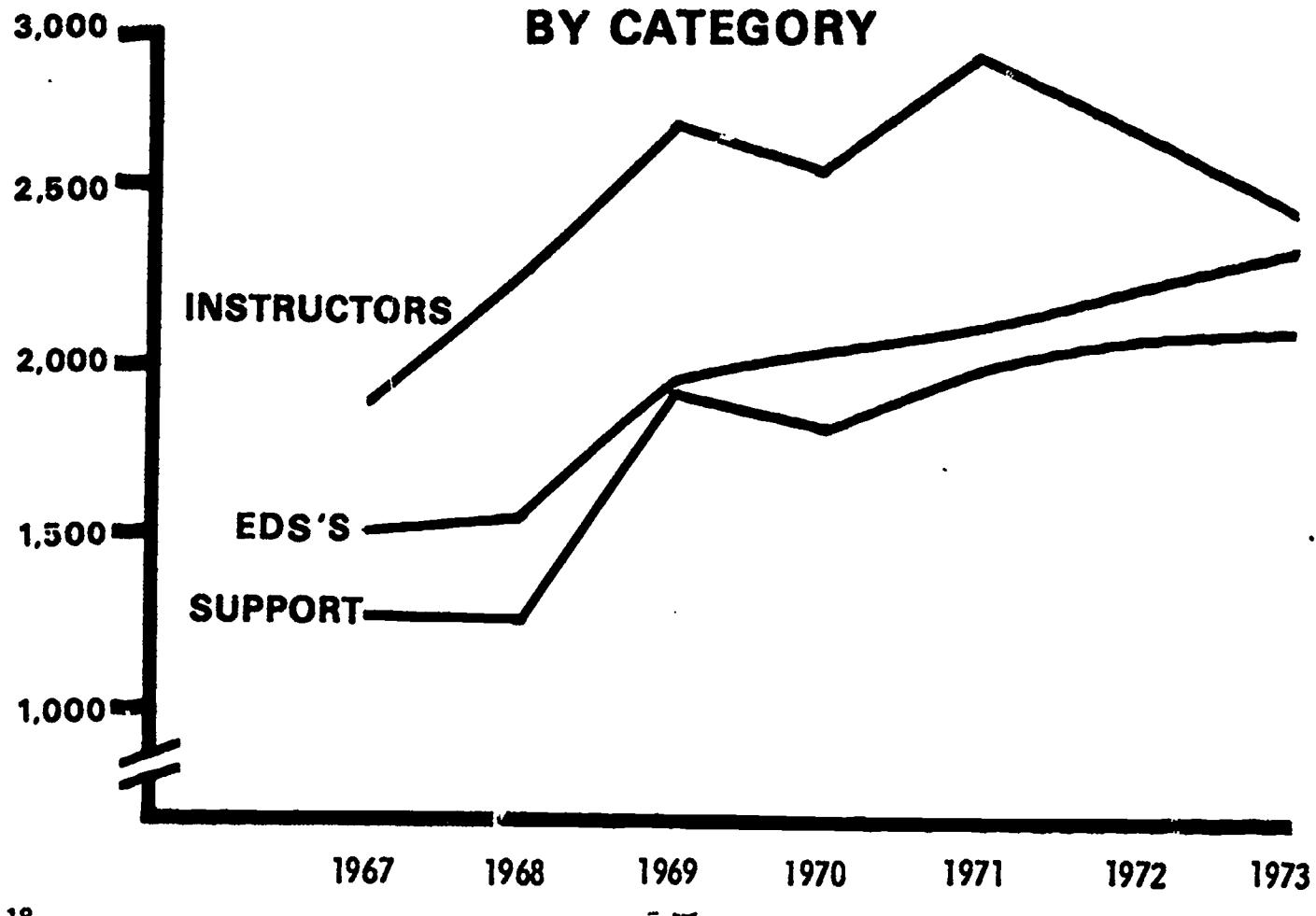


FIGURE 12: TOTAL FULL-TIME TRAINING PERSONNEL BY CATEGORY



due to a drop of 24.2% in travel and per diem payments which accounted for 76.2% of all internal non-salary expenditures.

- **Interagency**

—Expenditures for interagency training increased 16.3% or \$2.2 million, over the FY 72 total of \$13.2, while participation increased by 10.3%. The average expenditure per participant increased 5.4%, from \$149 in FY 72 to \$157 in FY 73.

—78% of this increase was due to increased tuition payments, which rose to an average of \$102 per participant from \$93 in FY 72.

- **Non-Government Short-Term**

—Expenditures for this source of training increased 14.5%, or \$4.3 million over FY 72. The average cost per participant increased by 2.1%, or \$4, to \$186 while participation increased by 12.1%.

—Increases in tuition payments accounted for 78% of this increase and resulted in an average tuition of \$102 per participant, up \$9 from FY 72.

- **Non-Government Long-Term**

—Non-Government long-term expenditures increased 8.1%, or \$300,000 over FY 72. Participation, on the other hand, remained nearly constant, decreasing by only 7 participants to 1,404. The average cost per participant increased 8.6% to \$2,879 over the FY 72 average of \$2,650.

—60% of the increase was due to increased payments for tuition which resulted in an average tuition in FY 73 of \$1,497, up 10% from the FY 72 average of \$1,362.

DISTRIBUTION OF FULL-TIME PERSONNEL

The distribution of full-time training personnel by category is illustrated in Figure 11. The propor-

tion of personnel in each category remained relatively constant from FY 72 to FY 73, the only change being a decrease of two percentage points for instructors and a corresponding increase for Employee Development Specialists. The total number of personnel, however, fell from 7,038 in FY 72 to 6,860 in FY 73, a decrease of 2.6% which is reflected in a decline of 229 in the number of instructors.

Changes in the total number of full-time personnel by category for the period FY 67 to FY 73 are illustrated in Figure 12.

The ratio of full-time personnel for each 1,000 Federal employees decreased slightly from 3.36 in FY 72 to 3.34 in FY 73. The long range trend however, has been an increasing number of training personnel relative to Federal employee population. These data are shown in Table 14.

INTERGOVERNMENTAL TRAINING

During FY 73, 22 agencies reported providing training to 44,608 employees of State and local governments. This is an increase of 2% over the FY 72 total of 43,711 participants. Table 15 gives the numbers of State and local participants by agency and the percentage changes that occurred during FY 73.

The numbers of participants attending training on a reimbursable basis increased 37.6%, from 13,053 participants in FY 72 to 17,959 in FY 73 and accounted for 40% of all participants, up from 30% in FY 72. The Civil Service Commission represented 88% of the increase in reimbursable training. Training provided at no cost to the participant declined 15%, from 30,658 participants in FY 72 to 26,649 in FY 73 and accounted for 60% of all State and local participants, down from 70% in FY 72.

Table 14. RATIO OF FULL-TIME PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES—FY 1967 TO FY 1973

	1967	1968	1969	1970	1971	1972	1973
Employee Development Specialists81	.76	.92	.96	1.02	1.07	1.13
Instructors99	1.11	1.25	1.18	1.25	1.26	1.17
Support Personnel66	.60	.88	.96	.97	1.03	1.04
ALL CATEGORIES	2.49	2.47	3.05	3.10	3.24	3.36	3.34

Table 15. INTERGOVERNMENTAL TRAINING PARTICIPATION AND MAN-HOURS
BY AGENCY, FY 73

Agency	State	Local	Total	Total Man-hours	% Change in Participation From FY 72
Agriculture	3,073	396	3,469	112,136	— 14.5
Commerce	402	40	442	16,553	30.0
Army	36	104	140	2,252	— 79.8
Navy	7	122	129	3,776	13.2
Air Force	35	14	49	3,378	4.3
Other Defense	4	5	9	234	— 66.7
HEW	3,391	2,103	5,494	125,254	— 14.2
HUD	24	255	279	6,334	— 63.6
Interior	1,352	895	2,247	125,052	173.4
Justice ¹	325	5,588	5,913	295,004	19.0
Labor	—	—	1,717	96,924	— 18.2
Transportation	2,333	238	2,571	74,324	27.8
Treasury ²	86	189	275	17,732	— 78.0
AEC	0	9	9	72	----- (FY 72: 0)
CSC	—	—	15,702	452,000	32.0
EOC	352	348	700	25,200	----- (FY 72: 0)
EPA	1,802	1,671	3,473	183,593	— 30.0
GSA	34	160	194	2,345	— 13.8
NASA	1	33	34	484	183.3
NAT CRED UNION	44	0	44	1,324	----- (FY 72: 0)
SEC	133	260	393	6,772	424.0
VA	1,156	169	1,325	8,329	— 54.0
TOTAL	—	—	44,608	1,550,743	2.1

¹ Excludes 320,084 State and Local police trained by FBI; Man-hour Total excludes FBI

² Excludes 41,242 State and Local participants in Alcohol, Tobacco & Firearms Division training

II. ACCOMPLISHMENTS THROUGH AGENCY TRAINING ACTIVITIES

The preceding section answered broad questions concerning costs, volume and to some extent, the subject areas of training. Statistics, however, cannot illustrate the why of training or the benefits received. A decision to train is not made in a vacuum, it is intended to serve the goals and missions of the trainee's agency by providing him with new skills and abilities or strengthening and refreshing old ones. In their reports to the Civil Service Commission, agencies have provided specific examples of employee training which have contributed to the ability to carry out the missions of the agency or to respond to Congressional and Executive mandate. The examples given below are representative of all Federal training activity and have been grouped under the following broad categories:

- Executive, managerial and supervisory training,
- Labor management relations training,
- Upward Mobility and equal employment opportunity training,
- Environmental training,
- Law enforcement and security training, and
- Improving the management of training.

EXECUTIVE, MANAGERIAL, AND SUPERVISORY TRAINING

- A special Government Management Seminar, conducted under contract, was offered for incumbent executives of the Headquarters, Department of the Army staff and "high potential" GS 15's. The seminar was based on the premise that information is basic raw material of management and that working with information effectively is a critical management skill. The seminar presented a set of ideas about how to organize and use information in solving problems and making decisions. The objective of the program was to provide participants with a systematic approach to making decisions. The seminar consisted of three major segments: first, a pre-course period of study and preparation; second, a five-day lecture/workshop course with primary emphasis placed upon the application of concepts; and third, a follow-up period of guided application assignments.
- To improve the performance of their current duties, the night force janitorial supervisors of the Department of Com-

merce's National Bureau of Standards were participants in a series of seminars called "Effective Communication for Supervisors." As a result of the training, these first-line supervisors gained insight into interpersonal relationships, employee motivation, and the effects of various modes of communication between employee and employee, and employee and supervisor. The supervisors found a common ground with each other based on sharing common problems and participating in various group exercises illustrating the methods of communicating.

- Greater emphasis on all aspects of EEO are brought out in a course called Basic Supervision and Communications for Managers conducted by the Department of Agriculture. In addition, a course in cultural awareness has been developed as a result of the efforts and experiences of Southwestern Region managers. This course provides insight into the culture and mores of the Hispanic/Indian/Negro people with presentations, film, panel discussions and lectures. A better understanding of the multi-cultured society of the Southwestern Region has been evidenced by graduates of the course.
- All levels of supervisors continued to participate in a 40-hour course, Human Side of Management, offered by the Office of the Secretary, Department of Labor. Participants increased both their insights into group behavior patterns and their overall effectiveness in dealing with human resources in organizations.

EQUAL EMPLOYMENT OPPORTUNITY AND UPWARD MOBILITY TRAINING

- During FY 73 the Air Force began an intensive program to identify under-utilized lower grade employees and to provide them with basic education and training. Under a strictly voluntary program, 273 of the identified employees were tested for remedial education needs in reading, writing, and arithmetic. As a result of the test, 41 employees were placed in remedial reading and writing courses and 107 employees were placed in remedial math courses. The courses began in June 1973 and will continue until proficiency is gained.
- Traditional programs were continued to provide equal opportunity for the develop-

ment and advancement of women and minority employees of the Agency for International Development. For example, additional or revised inputs were included in the orientation, managerial and supervisory training programs to emphasize the supervisor's responsibility for initiative in this area; upward mobility, on-the-job training, and Federal after-hours and on-campus programs were continued.

- The Department of Commerce offered, for the first time, an on-site Upward Mobility College Program. Central Michigan University conducted all courses during working hours in the Main Commerce Building. Utilizing intensive seminar approach, the course required that students register and receive reading materials and assignments approximately one month prior to the first class day. Students then received 35 hours of classroom lectures condensed into a period of time ranging from one to three weeks. The curriculum included the following three-semester hour courses: Basic Business Administration; Business Psychology; Business Mathematics; and Economics I and II. Participants were selected by operating units from among the non-professional work-force in grades GS-7 and below. Seventy-six students successfully completed one or more of the courses. All costs were paid by the Department.
- In the Federal Trade Commission, Upward Mobility efforts have been increased by offering stenographic training in anticipation of staffing needs, and by providing an Education and Training Component for educational opportunities beyond the normal job-related training areas. This component is available to non-professional employees in grades GS-7 and below and wage board equivalents to provide them the maximum opportunity for advancement.

LABOR MANAGEMENT RELATIONS TRAINING

- In the Department of Health, Education and Welfare, a 32-hour Collective Bargaining Simulation course was held for 10 members of the Management Negotiating Team of the Office of the Secretary. The "live" training was designed so that the group could be split into management and union

teams. Each team had to be thoroughly familiar with its respective roles, situations, worksheets and support information. The course was designed to enable participants to develop strategies, proposals and counterproposals. Actual negotiations were conducted in later sessions.

- The Department of the Air Force made a concentrated effort to train supervisors in their responsibilities in a labor-management relations program. In thirteen sessions 360 civilian and military supervisors were trained. Maintaining a fully trained management negotiating team within the Department has been a problem due to retirements and transfers of military personnel. However, every effort has been made and will continue to be made to train new members immediately upon assignment to the team.
- The Labor-Management Relations Specialist at the Department of Transportation's Third Coast Guard District conducted three one-day labor-management relations seminars at Governors Island for supervisory personnel. The objectives of the program were to develop an appreciation of labor-management precepts in both the private and Federal sector; inform attendees of the intent of Executive Order 11491, as amended; furnish an understanding of their responsibilities with respect to labor-relations affairs; and acquaint them with the sources of assistance in discharging their labor-relations obligations. Attending these seminars were 18 civilian and 33 military supervisors from various bases, marine inspection offices, and other installations.

ENVIRONMENTAL TRAINING

- The National Aeronautics and Space Administration's Lewis Research Center presented an in-house course entitled "The Technological Challenge of New Energy Sources". The students considered current as well as potential energy sources. Representatives of the various utilities and of the coal industry were invited to address the class, and field trips were arranged to a strip mine and to a controversial nuclear power plant under construction. Also studied were the more exotic potential energy sources—solar power, energy from the wind and tides, and energy from geothermal sources.

- Several training programs, both internal and interagency, were utilized to assist employees of the Department of the Interior's Bureau of Reclamation in keeping abreast of technological advances and maintaining proficiency in various specializations. The most notable example was a three-day seminar conducted by personnel of the Upper Colorado region in multiple-objective planning procedures. Forty regional employees participated in the seminar which was designed to articulate procedures to meet changing public values and priorities in the field of water and related resources. This training should prove extremely valuable in plan formulation and economic evaluation of water resource development projects.
- As a result of one Environmental Education Workshop held last year by the Department of Agriculture, nine more were presented this year. Each of the 650 participants was eligible for two hours of graduate-level college credit. The workshop helped establish cross communication with other agencies, schools and special interest groups. In addition, skills were developed in informing and involving the public in environmental activities and creating an environmentally literate public.

Screening, Baggage Security, Aviation Explosives, Security, Airport Operations and Communications, Physical Security Measures, Security Surveys, and Passenger/Law Enforcement Relationships. Indications are that the original requirement for 625 personnel to receive this training may be expanded to accommodate industrial and international personnel interested in attending the course.

- In the Department of Justice, the Bureau of Prisons' previously initiated programs in counseling were strengthened. In addition to counselors, each institution is training other personnel in these skills. Within two years, virtually all of the Bureau's employees will be given at least 40 hours of this training.
- As a result of the country's increased concern over the use of narcotics and dangerous drugs, a great emphasis is placed on the topic of "Narcotic Detection, Identification and Seizure" in the Inspector Training Program of the Department of the Treasury. This emphasis has had immediate and continuing positive results, as indicated by the high number of interceptions of narcotics and dangerous drugs made by personnel in the field following their training at the National Training Center.

LAW ENFORCEMENT AND SECURITY TRAINING

- The National Park Service's training program gave continuing emphasis to law enforcement training for its Rangers and supervisors who have law enforcement responsibilities. Results have been reflected in a decreasing crime rate and a higher percentage of closure on cases even though visitation to National Park areas is increasing. Statistics show a "turn-around" in the rate of crimes committed during the past two years and the overall decrease is attributed, at least in part, to better trained personnel.
- On January 26, 1973, the first class of local law enforcement officers and Federal Aviation Administration Security Specialists received approximately 40 hours of training at the Transportation Safety Institute, Oklahoma City, Oklahoma, in airport ground security techniques. The curriculum consisted of Federal Jurisdictions and Relationships, Legal and Psychological Aspects of Aviation Security, Detection Devices, Passenger

IMPROVING THE MANAGEMENT OF TRAINING

Activities in this category are not examples of training *per se* but examples of agencies' efforts to more efficiently and effectively carry out their training role. As such, the following examples relate to all types of training and the purposes for which such training is given.

- The Social Security Administration of the Department of Health, Education and Welfare developed and implemented a complete "plan-perform-report" training cycle as an aid to management in planning and scheduling training activities. This plan, coupled with regular quarterly reports produced from the SSA-Personnel-Training Data System, rounds out the training cycle. Fuller integration with the budget-planning-performing-reporting cycle will be the next step to make training a more effective management tool.
- The U.S. Army Finance Support Agency cooperated with the Civil Service Commission's Bureau of Training by functioning as a test site for validating a new Training Value Model. The model attempts to predict

the value of training in economic terms. Two organizational units were selected for on-site application of the Model. In one case, results showed training would not eliminate the problem. In the other case, it was determined that formal classroom training would produce substantial savings. These results were so impressive that the Agency intends to further develop their ability to use the model. Its use should make a significant contribution to the effective use of training by managers in improving the performance of their organizations.

- The Air Force Academy conducted a series of three-hour meetings with groups of employees in which functional chiefs briefly explained the personnel program and answered questions. This was in support of an effort to improve communication with the work force, primarily lower graded employees, and to explain precisely what EEO and Upward Mobility mean and do not mean. Job Element, EMR, Merit Promotion and Training were covered. To date, meetings have been held with about 600 employees. Each employee who so desires has been given the opportunity to make an individual appointment to discuss career goals and develop a realistic plan to meet the goals.
- In order to better inform employees of the many training opportunities available to

them, The Domestic and International Business Administration of the Department of Commerce assembled a "Training Opportunities Manual" for distribution to the operating units and training coordinators. Upon request, many individual employees received the manual, which includes a statement of employee responsibilities and obligations concerning training; an explanation on how to complete "Application for Training" forms; and a description of each course and development program. The "Long Term Training Opportunities" booklet was assembled in a similar fashion and distributed to all operating units.

- The Department of Agriculture has drafted a Career Planning Guide which covers positions in seven career ladders with alternative positions at each phase within the career ladders. The career ladders provide information on job outline and level of responsibility, skills and abilities needed to do the job, training and experience needed to qualify for the position, and the method of selection to fill the position. This information is provided for each step in the career ladder and is designed as an aid to supervisors and employees in preparing training and career development plans. The material is expected to be ready for use in the second half of 1973.

III. TRAINING ACTIVITIES OF THE U.S. CIVIL SERVICE COMMISSION

The responsibilities of the Civil Service Commission in the area of training, as defined by law and Executive Order¹, can be grouped into two broad categories under which specific functions and responsibilities can be placed as follows:

- To provide managers and training specialists with the means to effectively and efficiently manage and operate the training functions of Government through:
 - Regulations and Guidance,
 - Methods, Tools, Techniques and Materials,
 - Consultation, Assistance, Coordination and Information Services, and
 - Specialized Training and Development;
- To improve the qualifications of individuals in the governmental workforce through:
 - Direct Course Delivery and Assistance to both Federal and State and local employees, and
 - Guidance on Self-Training.

The following material describes the principal activities of the Commission during FY 73 to carry out these responsibilities.

REGULATIONS AND GUIDANCE

Upward Mobility—The Equal Employment Opportunity Act of 1972 placed additional responsibilities on Federal agencies and the Civil Service Commission for assuring equal employment opportunity in the Federal service. One of these responsibilities was the submission of an annual equal employment opportunity plan to the Civil Service Commission for review and approval. These plans are to include provisions for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential. In support of this responsibility, the Civil Service Commission issued FPM Letter 713-22 (October 4, 1973), which describes the requirements for the submission of these plans.

Worker-Trainee Opportunities—With the close-out of funding for the Public Service Careers program as of June 30, 1973, the Civil Service Commission began the development of plans for a follow-on program. This effort has resulted in the Worker-Trainee Opportunities program which was announced in CSC Bulletin 713-31 on April 27,

1973. To assist agencies in implementing this program, a Worker-Trainee Opportunities Operations Manual has been developed for distribution to agencies in FY 74.

Disincentives to Effective Employee Training and Development—A study of the proper utilization of employees through effective training and development was undertaken by the Civil Service Commission's Utilization Committee. The purpose of the study was to identify disincentives to effective employee training and development and to propose basic structure and system changes, if practical, or seek and recommend means of offsetting identified disincentives. The study investigated situations (1) which act as impediments to effective training and development, (2) are common to all Government agencies, and (3) for which reasonable solutions could be proposed. The study was not limited solely to training systems and structures but included an examination of related areas of management, such as manpower planning and budgeting, which affect training. This research effort uncovered a complete process of disincentives operating at all levels in an organization and derived a number of action items which the Commission will undertake to diminish these disincentives. It is hoped that individual agencies will take a serious look at their own operations to determine what efforts they might make toward overcoming these impediments to effective training and development. Copies of the report may be obtained from the Training Management Division, Bureau of Training, United States Civil Service Commission.

CONSULTATION, ASSISTANCE, COORDINATION AND INFORMATION SERVICES

Expansion of the Central Personnel Data File—In addition to the requirement that agencies submit an annual equal employment opportunity plan to the Civil Service Commission, the Equal Employment Opportunity Act of 1972 also requires the publication of progress reports on all agency equal employment opportunity programs. These requirements have necessitated an expanded statistical data base to produce more efficiently the required reports and data on which evaluations of agency programs could be made. This was accomplished through the expansion of the Central Personnel Data File (CPDF), maintained by the Civil Service Commission. To provide more complete coverage, data on training was included in this expansion. The training data to be collected include the "tradi-

¹Chapter 41, Title 5, United States Code and Executive Order 11348, April 20, 1967.

tional" elements of: (1) type and source of training (but in more detail than in prior years), (2) direct and indirect costs of training (books and tuition and fees, and travel and *per diem* respectively), and (3) length of training (on-duty and off-duty hours will be compiled separately). Included for the first time will be the purpose of training and special interest programs. Two such special interest programs have been defined for inclusion into the CPDF: Supervisory Training and Executive Development. Guidelines for identification of equal employment training are currently under development. These new reporting requirements became effective on July 1, 1973. By matching these training data against the other personnel data contained in the CPDF, a much more detailed and accurate picture of Federal training activity will be obtainable.

Upward Mobility—The first two sessions in a series of Upward Mobility Round Tables were conducted during FY 73. These discussions are designed to provide agencies with an opportunity to share experiences and solve common problems on the role of training and education in upward mobility. Initial sessions dealt with the selection of trainees for upward mobility programs. Four upward mobility "Showcases" were also presented during FY 73. Designed to provide agencies with an opportunity to exchange ideas and experiences in the planning and implementing of upward mobility programs, these first presentations featured the upward mobility programs of the Department of Commerce, General Services Administration, the Health, Education and Welfare Audit Agency, and the Naval Air Station/Naval Air Test Center.

Financial Management Intern Program—In cooperation with the Joint Financial Management Improvement Program Task Force, the Civil Service Commission developed a model financial management intern program. The model has been distributed to all Federal agencies for their use in establishing or improving career intern programs in financial management.

IAG Committee on Development and Training—The Committee was established in FY 1972 as a means of developing more effective communication among Federal employee training activities and to aid the Civil Service Commission to more effectively assist agencies in training and development activities. Fully operational during FY 73, the accomplishments of the committee include a series of seminars on executive development and training; a Training "Showcase" on a New Modular Supervisory Training Program; progress toward development of a Government-wide standard form for train-

ing transactions to serve both agency information requirements and provide a source for data to be submitted to the Central Personnel Data File; plans for a major Instructional Technology Conference which was held in September, 1973; and guidelines on "Changes in Regulations Governing Waivers of Limitation on Amount of Training in Non-Government Facilities in a Decade of Service" issued as FPM Letter 410-14.

Resource Publications—The Civil Service Commission issues a wide variety of training resource and information publications for use by Federal training officials. Five new publications were released during FY 73: "Executive and Management Training: Course Listings and Descriptions," "Directory of Instructional Programs in Supervision and Management Training," "Long-Term Training," "Education for Public Management", and "Information on Foreign Language Training Courses in the Federal Government." These and other current publications are described in Appendix D of this report.

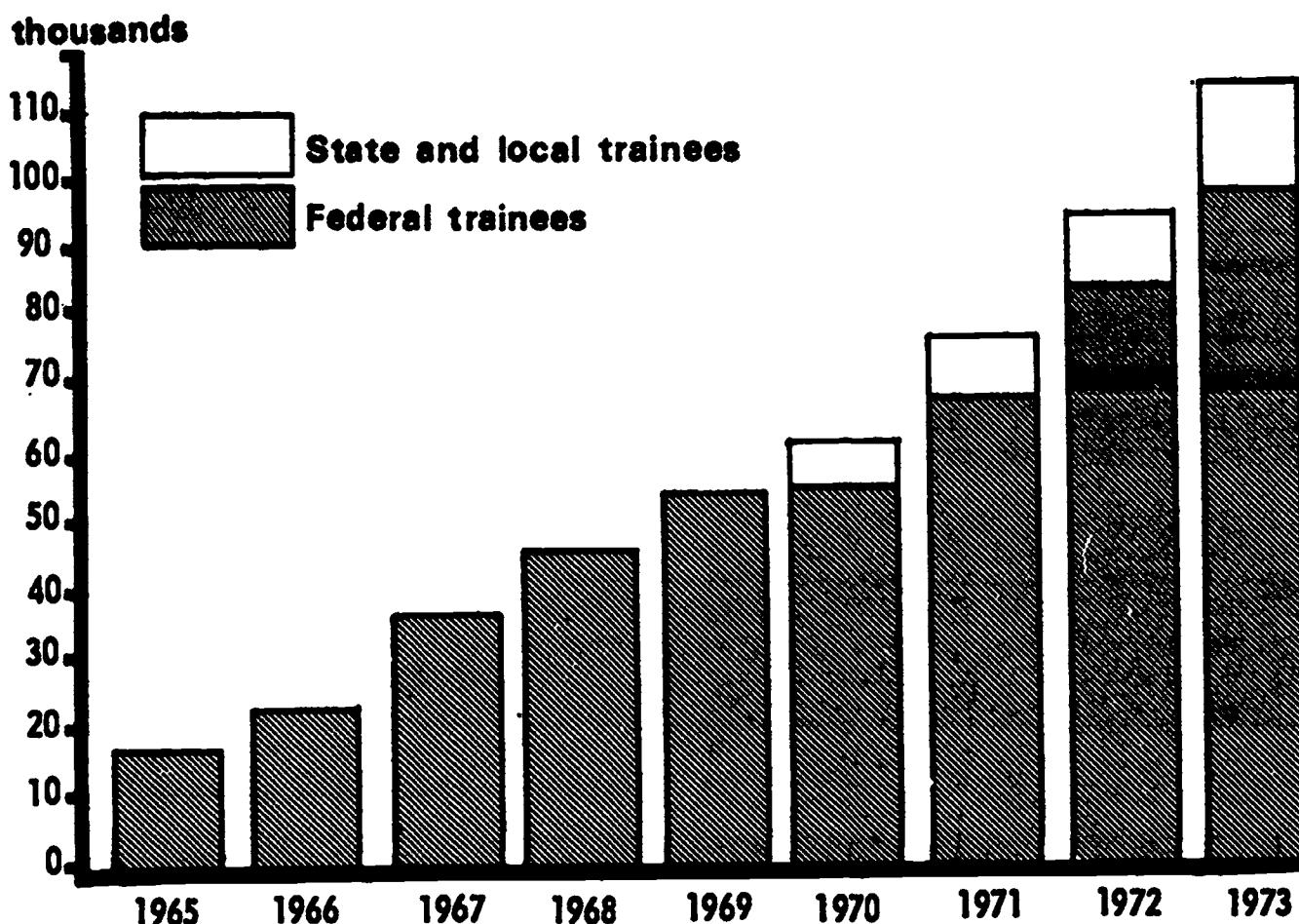
DIRECT COURSE DELIVERY AND ASSISTANCE

In FY 73, the Civil Service Commission's nationwide network for the delivery of training continued to expand its efforts to be responsive to the ever growing needs of Federal, State and local governments for better trained employees. In FY 73, a milestone was reached when the Commission provided training for 112,872 government employees—the first time more than 100,000 people received training from the Commission in one year. Of those participants, 97,170 were Federal employees and 15,702 were employees of State and local governments. These totals represent increases of 17% in Federal employee participation and 32% in State and local employee participation over FY 72. Participant data for the years 1965 to 1973 are illustrated in Figure 13.

During FY 73, the Commission planned and carried out a number of specific actions to support and encourage agency training efforts in Upward Mobility, Equal Employment Opportunity, Executive Management and Development and other areas of Government-wide interest and concern. The following examples are illustrative of these activities:

Upward Mobility—Based upon the success during FY 72 of the South-west Intergovernmental Training Center at San Antonio, the Commission decided to expand upward mobility training throughout the existing network of training facilities, including Area Offices and Regional Training Cen-

FIGURE 13: TRENDS IN CSC INTERAGENCY TRAINING



ters. In addition to skills courses for lower grade employees, courses for supervisors and managers were updated to ensure that management responsibilities for this vital area were fully understood. Also, the Southwest Intergovernmental Training Center began an outreach program, taking its training courses on-site to locations other than San Antonio.

In Washington, D.C., the Communications and Office Skills Training Center conducted a total of 141 sessions of 13 courses designed to promote the upward mobility of employees in the lower grades. The sessions were attended by 3,155 participants. Included among the 13 courses are four new courses developed and run for the first time in FY 1973. Similar training was also conducted through each of the ten Regional Training Centers. The Automatic Data Processing Management Training Center offered 10 separate ADP skills training courses in the three areas of computer operation, programmer aid, and card punch operation. These courses were offered specifically to provide upward mobility opportunities in computer-related occupations for lower graded public employees. Forty-five sessions of these skills training courses were conducted for 267 par-

ticipants. In addition, the Center provided training for 476 other low-graded employees (GS 7 or below) in Basic Introduction to Computers and ADP.

Equal Employment Opportunity—Courses and handout materials were updated to reflect the regulatory changes brought about by the Equal Employment Opportunity Act of 1972.

"The Federal Women's Program Coordinator: A Symposium" was developed and conducted four times in Washington, D.C., for 212 participants. This course, a three-day live-in seminar, is now available nationwide and is being offered by each of the ten Regional Training Centers.

As part of the continuing effort to conduct additional course sessions aimed at assisting agencies to make and improve their EEO affirmative action plans, the Equal Employment Opportunity Training Institute staff maintained close liaison with the Federal Office of Equal Employment Opportunity. During FY 73, three sessions of the "Affirmative Action Planning" were held for a total of 214 participants.

Other significant EEO training accomplishments in FY 73 included:

—Complete revision of the "EEO Counselor's"

course. This new course was tested several times with great success. A hand-off package was development for use by agency EEO trainers.

—A complete revision of "Investigating Complaints of Discrimination" was completed and new course materials were developed.

—"Upward Mobility: Program Planning and Implementation," a new course, was developed and successfully tested.

—"The Manager's Role in EEO" was revised and a new course package has been printed.

—A trainers' module on the EEO complaint system was prepared with an accompanying slide-tape presentation. Two additional modules were also started in FY 73 and should be available in early FY 74.

Labor Relations Training—The Labor Relations Training Needs Survey was developed and distributed to agencies through FPM Bulletin No. 410-75 to assist agencies to measure management's labor relations training. The Labor Relations Training Center of the CSC made revisions to all its courses when significant changes occurred in bargaining within the Federal sector. The results of the Scope of Bargaining Study, and the decisions of the Federal Labor Relations Council, Federal Service Impasses Panel and Assistant Secretary of Labor were included in all pertinent courses.

The Center has developed or tailored courses to meet the special needs of agencies. Courses were designed, developed and conducted for ten agencies, including: Internal Revenue Service, State Department, Agency for International Development, Naval Ships Research and Development, General Services Administration, Office of Education, and one for managers in State and local governments. In addi-

tion, the Center revised five courses for use by other Federal, State and local government agencies. It also planned and arranged for the development of three films concerned with labor relations: *Anatomy of a Grievance*, *Arbitration of a Grievance*, and *At the Table*.

Management Training—During FY 73, considerable emphasis was placed throughout the Commission's training system upon management training ranging from first line supervisors to top career executives and specialized training in nearly every staff area: personnel management, budget and finance, data processing, labor relations and many others.

The Executive Seminar Center curriculum was reshaped to meet CSC-OMB priorities for managerial and executive training. Greater emphasis has been given to program planning, implementation and evaluation. The capacity of present Centers was expanded from the 58 sessions given during FY 73 to 64 sessions in FY 74. All six of the added sessions are in courses dealing with "hard" management subjects.

State and Local Training—To meet the training needs of State and local governments, four new courses were developed for State and local financial management specialists. The San Francisco Region developed two new "Government Bookkeeping" courses—one for State employees and one for those in local governments. The Philadelphia Region developed a course on grants management for State and local employees. This course will cover the latest developments on revenue sharing. In addition, the Seattle Region developed the course "Supervision in the Public Service" for the training of first-line supervisors. All four of these courses are scheduled for hand-off to trainers in State and local governments early in FY 74.

APPENDIX A
AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agency for International Development	AID
Agriculture, Department of	AGRIC
Air Force, Department of	AF
Army, Department of	ARMY
Atomic Energy Commission	AEC
Civil Aeronautics Board	CAB
Civil Service Commission	CSC
Commerce, Department of	COMMERCE
Cost of Living Council	COLC
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
Environmental Protection Agency	EPA
Equal Employment Opportunity Commission	EEOC
Federal Communications Commission	FCC
Federal Home Loan Bank Board	FHLBB
Federal Power Commission	FPC
Federal Trade Commission	FTC
General Accounting Office	GAO
General Services Administration	GSA
Government Printing Office	GPO
Health, Education, and Welfare, Department of	HEW
Housing and Urban Development, Department of....	HUD
Interior, Department of the	INTERIOR
Interstate Commerce Commission	ICC
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CONG
National Aeronautics and Space Administration	NASA
National Capital Housing Authority	NAT CAP HOUSING
National Credit Union Administration	NAT CREDIT UNION
National Labor Relations Board	NLRB
National Science Foundation	NSF
Navy, Department of	NAVY
Office of Management and Budget	OMB
Panama Canal Company/Canal Zone Government ..	PANAMA CANAL
Railroad Retirement Board	RR RET BD
Securities and Exchange Commission	SEC
Selective Service Commission	SEL SVC
Small Business Administration	SBA
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	VA

APPENDIX B

AGENCY SUMMARY TABLES

EXPLANATION OF ITEMS ON SUMMARY TABLES

AVAILABLE MAN-HOURS ¹	The number of man-hours worked and available for training (1,816 hours per employee).
PARTICIPANTS ²	The number of training participants reported by the agency.
PARTICIPANT MAN-HOURS ³	The number of training man-hours reported by the agency.
PARTICIPANT RATIO (%)	Training participants divided by grade group population (the percentage figure is shown).
MAN-HOUR RATIO (%)	Training man-hours divided by available man-hours (the percentage figure is shown).
LAST YEAR'S MAN-HOUR RATIO (%)	The man-hour ratio for FY 1972.
% CHANGE FROM LAST YEAR ...	The percentage change in the man-hour ratio from FY 1972 to FY 1973.
% OF AGENCY POPULATION	The percentage of total agency population made up by the grade group.
% OF AGENCY PARTICIPANTS ...	The percentage of total training participants made up by the grade group.
% OF AGENCY MAN-HOURS	The percentage of training man-hours received by the grade group.
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 73	Training man-hours divided by grade group population.
AVERAGE HOURS OF TRAINING PER PARTICIPANT	The average length of a training session for each participant.

¹ Population data, not given on the tables, was obtained from the Central Personnel Data File as it read on November 30, 1972.

² Excluded were local foreign national participants and man-hours reported under "Other Pay Systems" by the Air Force and Navy. Data on foreign nationals trained by the Army was not readily available. Since most of the training reported under "Other Pay Systems" by the Army has historically been Foreign Nationals, the category of "Other Pay Systems" for the Army, and its employee population, were deleted from the calculations. The subtractions made under "Other Pay Systems" are as follows:

	PARTICIPANTS			MAN-HOURS		
	M	W	T	M	W	T
Army	23,113	6,935	33,068	946,090	213,715	1,159,805
Navy	196	24	220	2,960	664	3,624
Air Force	5,236	1,416	6,652	179,799	47,319	227,118

30 AGENCIES	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
	29647	99363	252599	94765	2483	103573	10202	592819
	82910	10732	47047	4619	71	6983	15090	264433
	112557	206715	299646	99404	2554	110556	25292	857252
PARTICIPANTS								
MEN	1583.82	6207.34	12662.52	4616.30	*	4950.33	405.28	30637.24
WOMEN	4172.48	1741.95	197.42	4813.72	124.98	5163.49	136.97	9692.77
TOTAL	2920.31	10380.02	14404.47				1042.25	4044.99
PARTICIPANT MAN-HOURS (IN 000'S)								
PARTICIPANT RATIO (%)								
MEN	33.79	57.39	69.94	62.38	41.85	22.91	18.12	45.70
WOMEN	32.21	49.30	77.03	72.73	73.96	16.49	31.42	41.69
TOTAL	32.61	53.02	70.96	62.44	42.35	22.07	24.24	44.15
MAN-HOUR RATIO								
(%)								
LAST YEAR'S MAN- HOUR RATIO (%)								
TOTAL	0.78	1.49	1.95	1.87	1.51	0.46	0.44	1.15
% CHANGE FROM LAST YEAR								
TOTAL	-7.89	-1.61	-3.67	-10.96	-24.41	23.37	25.03	-0.25
% OF AGENCY POPULATION								
MEN	4.52	8.92	18.60	7.83	0.31	23.28	2.90	64.82
WOMEN	13.26	11.21	3.15	0.33	0.00	2.18	2.47	32.67
TOTAL	17.78	20.08	21.75	8.20	0.31	25.80	5.37	100.00
% OF AGENCY PARTICIPANTS								
MEN	3.46	11.59	29.47	11.06	0.29	12.08	1.19	69.15
WOMEN	9.67	12.52	5.49	0.54	0.01	0.81	1.76	30.85
TOTAL	13.13	24.11	34.95	11.60	0.30	12.90	2.95	100.00
% OF AGENCY MAN-HOURS								
MEN	3.92	15.35	31.31	11.41	*	12.24	1.50	75.75
WOMEN	7.22	10.32	4.31	0.49	0.31	10.53	1.06	23.94
TOTAL	11.14	25.63	35.61	11.90		12.77	2.58	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING								
MEN	18.05	35.88	35.06	30.38	*	10.95	10.75	23.62
WOMEN	11.35	19.16	26.52	31.08	20.73	5.03	9.10	15.27
TOTAL	13.05	26.62	34.11	30.24		10.31	9.99	20.83
AVERAGE HOURS OF TRAINING PER PARTICIPANT								
MEN	53.42	62.47	50.13	48.70	*	47.80	59.33	51.68
WOMEN	35.22	38.87	37.03	42.74	48.07	30.53	28.90	36.62
TOTAL	40.02	50.21				48.93	46.70	47.18

AGRICULTURE	60-1-4	60-5-8	60-9-12	60-13-15	60-16-18	60-19-21	60-22-24	60-25-27	60-28-30	60-31-33	60-34-36	60-37-39	60-40-42	60-43-45	60-46-48	60-49-51	60-52-54	60-55-57	60-58-60	60-61-63	60-64-66	60-67-69	60-70-72	60-73-75	60-76-78	60-79-81	60-82-84	60-85-87	60-88-90	60-91-93	60-94-96	60-97-99	60-100-102	60-103-105	60-106-108	60-109-111	60-112-114	60-115-117	60-118-120	60-121-123	60-124-126	60-127-129	60-130-132	60-133-135	60-136-138	60-139-141	60-142-144	60-145-147	60-148-150	60-151-153	60-154-156	60-157-159	60-160-162	60-163-165	60-166-168	60-169-171	60-172-174	60-175-177	60-178-180	60-181-183	60-184-186	60-187-189	60-190-192	60-193-195	60-196-198	60-199-201	60-202-204	60-205-207	60-208-210	60-211-213	60-214-216	60-217-219	60-220-222	60-223-225	60-226-228	60-229-231	60-232-234	60-235-237	60-238-240	60-241-243	60-244-246	60-247-249	60-250-252	60-253-255	60-256-258	60-259-261	60-262-264	60-265-267	60-268-270	60-271-273	60-274-276	60-277-279	60-280-282	60-283-285	60-286-288	60-289-291	60-292-294	60-295-297	60-298-300	60-301-303	60-304-306	60-307-309	60-310-312	60-313-315	60-316-318	60-319-321	60-322-324	60-325-327	60-328-330	60-331-333	60-334-336	60-337-339	60-340-342	60-343-345	60-346-348	60-349-351	60-352-354	60-355-357	60-358-360	60-361-363	60-364-366	60-367-369	60-370-372	60-373-375	60-376-378	60-379-381	60-382-384	60-385-387	60-388-390	60-391-393	60-394-396	60-397-399	60-400-402	60-403-405	60-406-408	60-409-411	60-412-414	60-415-417	60-418-420	60-421-423	60-424-426	60-427-429	60-430-432	60-433-435	60-436-438	60-439-441	60-442-444	60-445-447	60-448-450	60-451-453	60-454-456	60-457-459	60-460-462	60-463-465	60-466-468	60-469-471	60-472-474	60-475-477	60-478-480	60-481-483	60-484-486	60-487-489	60-490-492	60-493-495	60-496-498	60-499-501	60-502-504	60-505-507	60-508-510	60-511-513	60-514-516	60-517-519	60-520-522	60-523-525	60-526-528	60-529-531	60-532-534	60-535-537	60-538-540	60-541-543	60-544-546	60-547-549	60-550-552	60-553-555	60-556-558	60-559-561	60-562-564	60-565-567	60-568-570	60-571-573	60-574-576	60-577-579	60-580-582	60-583-585	60-586-588	60-589-591	60-592-594	60-595-597	60-598-600	60-601-603	60-604-606	60-607-609	60-610-612	60-613-615	60-616-618	60-619-621	60-622-624	60-625-627	60-628-630	60-631-633	60-634-636	60-637-639	60-640-642	60-643-645	60-646-648	60-649-651	60-652-654	60-655-657	60-658-660	60-661-663	60-664-666	60-667-669	60-670-672	60-673-675	60-676-678	60-679-681	60-682-684	60-685-687	60-688-690	60-691-693	60-694-696	60-697-699	60-700-702	60-703-705	60-706-708	60-709-711	60-712-714	60-715-717	60-718-720	60-721-723	60-724-726	60-727-729	60-730-732	60-733-735	60-736-738	60-739-741	60-742-744	60-745-747	60-748-750	60-751-753	60-754-756	60-757-759	60-760-762	60-763-765	60-766-768	60-769-771	60-772-774	60-775-777	60-778-779	60-780-781	60-782-783	60-784-785	60-786-787	60-788-789	60-7
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COMMERCE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS	OTHER	TOTAL
PARTICIPANTS	341	1,383	4,118	3145	237	339	461	10,024
	MEN	1,620	2,154	3,948	2,211	333	3	5,234
	WOMEN	2161	3537	2,116	3,366	372	464	1,258
PARTICIPANT MAN-HOURS (IN 000'S)	13.4 / 69.12	80.18 / 66.66	2,53.63 / 36.12	143.94 / 11.62	* / *	12.77 / 1.92	30.36 / 0.08	534.32 / 195.50
	MEN	82.58	126.84	289.74	155.56	8.58	30.44	736.39
	WOMEN							
PARTICIPANT RATIO (%)	22.0 / 26.21	49.30 / 45.91	30.91 / 63.08	50.96 / 62.78	29.50 / 83.33	14.12 / 19.53	69.32 / 2.70	45.24 / 39.13
	MEN	27.03	47.18	52.90	51.59	14.47	59.79	42.94
MAN-HOUR RATIO (%)	0.48 / 0.59	1.57 / 0.90	1.73 / 1.26	1.28 / 1.82	* / *	0.24 / 0.62	2.51 / 0.04	1.33 / 0.80
	MEN	0.57	1.15	1.65	1.31	1.09	2.16	1.14
LAST YEAR'S MAN-HOUR RATIO (%)	0.96	0.49	1.62	1.38	1.50	0.14	0.54	1.10
% CHANGE FROM LAST YEAR	-40.76	29.43	1.84	-4.86	-27.29	124.64	299.89	4.02
% OF AGENCY POPULATION	4.3 / 18.16	7.89 / 13.20	22.76 / 4.45	17.37 / 0.99	1.20 / 0.02	0.76 / 0.48	1.87 / 0.31	62.35 / 37.65
	MEN	22.50	21.10	27.22	18.36	1.22	7.23	100.00
% OF AGENCY PARTICIPANTS	2.23 / 11.93	9.06 / 14.12	26.99 / 6.54	20.61 / 1.45	1.59 / 0.03	2.22 / 0.22	3.02 / 0.02	65.70 / 34.30
	MEN	14.16	23.18	33.53	22.06	1.59	2.44	100.00
% OF AGENCY MAN-HOURS	1.42 / 9.36	10.86 / 10.38	34.35 / 4.89	19.49 / 1.57	* / 1.16	0.73 / 0.26	4.11 / 0.01	72.35 / 26.48
	MEN	11.18	21.24	39.24	21.07	1.16	4.12	100.00
AVERAGE EMPLOYEE HOUR SPENT IN TRAINING	8.72 / 10.71	28.58 / 16.34	31.35 / 22.83	23.32 / 33.01	* / *	15.31 / 11.34	45.65 / 0.65	24.11 / 14.61
	MEN	10.33	20.92	29.96	23.84	19.81	5.71	39.22
AVERAGE HOURS OF TRAINING PER PARTICIPANT	39.48 / 37.97	57.97 / 35.59	61.59 / 36.19	45.77 / 52.57	* / *	37.64 / 39.46	65.85 / 24.00	53.30 / 37.35
	MEN	38.21	44.34	36.63	46.21	35.44	65.85 / 24.00	53.30 / 37.35

ARMY	GS 1-4	GS 2-8	GS 9-12	GS 13-15	GS 16-18	GS 19-24	GS 25-31	GS 32-41	TOTAL
PARTICIPANTS	60.33 126.23 188.55	147.49 329.87	4160.5 193.5 527.40	14203 358 14501	90 0 90	2392 1292 25216	0 0 0	0 0 0	110593 37515 146105
PARTICIPANT MAN-HOURS (IN 000'S)	144.84 313.09 457.92	696.62 445.44 1344.06	2306.53 298.93 2605.46	692.09 16.71 706.00	* * 10.43	760.07 23.48 783.35	0.00 0.00 0.00	0.00 0.00 0.00	4602.14 1397.63 2937.19
PARTICIPANT RATIO (%)	46.70 27.38 31.55	45.71 36.94 42.66	71.76 70.16 71.53	63.97 68.19 64.07	21.36 20.00 27.36	21.34 17.58 21.11	0.00 0.00 0.00	0.00 0.00 0.00	42.66 32.93 39.82
MAN-HOUR RATIO (%)	0.62 0.37 0.42	1.32 0.61 0.96	1.91 1.46 1.84	1.66 1.75 1.68	* * 1.24	0.37 0.18 0.36	0.00 0.00 0.00	0.00 0.00 0.00	1.02 0.53 0.87
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL 0.36	0.89	1.93	1.66	2.37	0.23	0.00	0.00	0.79
% CHANGE FROM LAST YEAR	TOTAL 11.22	7.54	-4.60	-9.53	-47.57	57.06	0.00	0.00	10.70
% OF AGENCY POPULATION	MEN 3.4/ 12.59 16.07	WOMEN 5.66 12.73	10.05 10.73 20.79	17.91 3.04 20.95	6.09 6.14 6.24	0.00 0.00 0.00	30.14 1.98 32.11	1.47 2.03 3.51	69.38 30.62 100.00
% OF AGENCY PARTICIPANTS	MEN 4.0/ 5.66 12.73	WOMEN 5.96 22.27	12.31 5.30 22.27	32.26 5.30 37.63	9.79 0.24 10.03	0.06 0.00 0.06	16.15 0.87 17.03	0.00 0.00 0.00	74.67 25.33 100.00
% OF AGENCY MAN-HOURS	MEN 2.43 5.30 7.75	WOMEN 7.54 22.75	15.21 7.06 44.11	39.05 5.30 44.11	11.72 0.28 12.00	* * 0.13	12.87 0.40 13.26	0.00 0.00 0.00	81.29 18.38 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 11.21 6.68 7.66	WOMEN 11.16 17.38	24.03 26.44 33.44	34.62 31.82 30.56	30.53 31.82 30.56	* * 22.57	6.78 3.19 6.56	0.00 0.00 0.00	18.61 9.64 15.88
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 24.01 24.42 24.29	WOMEN 30.20 36.67 46.74	49.27 31.67 40.74	48.25 46.67 47.70	41.72 46.67 47.70	* * 82.49	31.77 18.17 31.07	0.00 0.00 0.00	43.42 29.26 39.88

NAVY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
PARTICIPANTS	2206 2452 7058	9018 9961 15979	26627 3210 29337	10400 1065 1065	123 2 125	40083 746 41029	2982 444 3426	92239 17080 109319
PARTICIPANT MAN-HOURS (IN 000'S)	195.98 192.03 388.00	526.71 228.06 754.76	1626.59 107.94 1734.58	569.71 12.90 582.61	* * 9.46	2531.76 28.71 2560.47	251.79 35.75 281.54	5702.52 605.42 6317.39
PARTICIPANT RATIO (%)	22.57 16.42 17.82	46.69 27.87 36.08	51.71 54.28 51.98	53.34 55.56 53.39	26.34 66.67 26.60	27.30 10.79 26.57	126.79 18.35 71.61	36.44 23.11 33.42
MAN-HOUR RATIO (%)	1.10 0.32 0.50	1.50 0.50 0.94	1.74 1.01 1.66	1.61 1.49 1.61	* * 1.11	0.93 0.23 0.90	5.69 0.81 3.32	1.24 0.45 1.06
LAST YEAR'S MAN- HOUR RATIO (%)	0.32	1.13	1.37	1.16	1.94	0.76	0.02	0.83
% CHANGE FROM LAST YEAR	55.38	-16.95	21.46	38.46	-42.88	18.41	16493.29	28.14
% OF AGENCY POPULATION	2.99 10.15 13.14	5.90 7.64 13.54	15.74 15.81 17.52	5.96 0.15 6.11	0.14 0.00 0.14	45.79 2.11 47.90	0.72 0.74 1.46	77.40 22.60 100.00
% OF AGENCY PARTICIPANTS	2.02 4.99 7.01	8.25 6.37 14.62	21.36 22.94 27.29	9.51 0.24 9.76	0.11 0.00 0.11	37.40 0.68 38.08	2.73 0.41 3.13	84.38 15.62 100.00
% OF AGENCY MAN-HOURS	3.10 3.04 6.14	8.34 3.61 11.95	25.75 1.71 27.46	9.02 0.20 9.22	* * 0.15	40.08 0.45 40.53	3.99 0.57 4.35	90.27 9.58 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	20.05 5.78 9.03	27.27 9.13 17.04	31.59 18.26 30.22	29.22 27.04 29.17	* * 20.12	16.91 4.15 16.34	107.05 14.78 60.27	22.53 8.19 19.31
AVERAGE HOURS OF TRAINING PER PARTICIPANT	88.84 35.22 50.67	58.41 32.76 47.23	61.09 33.64 58.14	54.78 48.66 54.63	* * 75.66	61.93 38.48 61.51	84.44 80.51 83.93	61.82 35.45 57.19

OTHER DEFENSE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
PARTICIPANTS	MEN WOMEN TOTAL	830 2670 3500	4706 4051 9359	23811 4401 28212	5061 263 5324	131 2 133	2204 83 2377	88 60 148
PARTICIPANT MAN-HOURS (IN 000'S)	MEN WOMEN TOTAL	31.28 89.62 120.90	259.39 206.75 466.13	1152.21 217.01 1369.21	284.68 14.16 298.83	* * 8.23	74.29 2.57 76.86	5.21 2.42 7.62
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	49.35 33.92 36.63	121.34 23.08 80.39	121.75 149.39 125.36	97.61 142.16 99.14	36.90 100.00 37.25	27.40 4.78 23.51	12.46 15.46 13.53
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	1.02 0.63 0.70	3.68 1.30 2.20	3.24 4.06 3.35	3.02 4.21 3.06	* * 1.27	0.49 0.03 0.42	0.41 0.34 0.38
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.45	1.57	2.88	2.92	*.47	0.18	0.20
% CHANGE FROM LAST YEAR	TOTAL	54.84	40.43	16.33	4.94	-48.62	132.57	91.70
% OF AGENCY POPULATION	MEN WOMEN TOTAL	2.72 12.71 15.42	6.26 14.14 18.79	31.57 4.76 36.33	8.37 0.30 6.67	0.5/ 0.00 0.58	13.51 2.80 16.32	1.14 0.63 1.77
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	1.69 5.44 7.14	9.60 9.48 19.08	48.54 8.97 57.51	10.32 0.54 10.85	0.27 0.00 0.27	4.68 0.17 4.85	0.18 0.12 0.30
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	1.33 3.82 5.15	11.05 8.81 19.85	49.08 9.24 58.32	12.13 0.60 12.73	* * 0.35	3.16 0.11 3.27	0.22 0.10 0.32
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	18.59 11.38 12.65	66.85 23.40 40.04	58.91 73.66 60.84	54.90 76.50 56.65	* * 23.05	8.87 1.48 7.60	7.37 6.22 6.96
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	37.68 33.56 34.54	56.09 44.45 49.81	48.39 49.31 48.53	56.25 53.81 56.13	* * 61.86	32.38 30.90 32.33	59.13 40.23 51.47

HEALTH, EDUCATION AND WELFARE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OWNER	TOTAL
PARTICIPANTS	2912	6066	12809	6529	88	1151	410	29965
	MEN	11614	16072	8421	1230	611	98	38260
	WOMEN	14726	22138	21230	7159	1762	508	68225
PARTICIPANT MAN-HOURS (IN 000'S)	104.11	555.76	447.96	259.68	88	41.04	15.81	1424.33
	MEN	344.31	1058.30	371.10	49.86	24.47	2.66	1850.75
	WOMEN	448.41	1614.11	819.06	309.34	65.51	18.47	3284.66
PARTICIPANT RATIO	62.48	86.34	84.31	61.85	14.64	22.47	3.42	24.37
	MEN	49.91	58.42	75.09	67.96	46.57	3.03	55.15
	WOMEN	51.98	64.10	80.39	62.74	25.12	3.34	54.80
MAN-HOUR RATIO (X)	1.23	4.36	1.62	1.35	*	0.44	0.07	1.42
	MEN	0.80	2.12	1.82	1.52	0.71	0.05	1.47
	WOMEN	0.87	2.57	1.71	1.38	0.51	0.07	1.45
LAST YEAR'S MAN- HOUR RATIO (%)	0.85	1.92	1.38	1.33	1.05	0.40	0.08	1.25
% CHANGE FROM LAST YEAR	2.53	34.04	23.76	3.63	-20.35	28.28	-16.51	16.23
% OF AGENCY POPULATION	3.74	5.64	12.20	8.48	0.48	4.11	9.63	44.27
	MEN	19.01	22.10	9.01	1.45	1.52	2.60	25.73
	WOMEN	22.76	27.74	21.21	9.93	5.63	12.23	100.00
% OF AGENCY PARTICIPANTS	4.27	8.89	18.77	9.57	0.13	1.69	0.60	43.92
	MEN	17.32	23.56	12.34	1.80	0.02	0.14	36.08
	WOMEN	21.58	32.45	31.12	11.37	0.15	0.74	100.00
% OF AGENCY MAN-HOURS	3.17	16.92	13.64	7.91	*	1.25	0.48	43.36
	MEN	10.48	32.22	11.30	1.52	0.74	0.08	56.35
	WOMEN	13.65	49.14	24.94	9.42	0.29	0.56	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	22.33	79.10	29.48	24.60	*	8.01	1.32	25.84
	MEN	14.55	38.47	33.09	27.55	*	0.82	26.88
	WOMEN	15.83	46.74	31.02	25.03	15.19	1.21	26.38
AVERAGE HOURS OF TRAINING PER PARTICIPANT	35.75	91.62	34.97	39.77	*	8.01	1.32	38.56
	MEN	29.14	65.85	44.07	40.53	*	0.82	27.13
	WOMEN	30.45	72.91	36.58	39.89	93.95	1.21	36.35

HOUSING AND URBAN DEVELOPMENT	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS	OTHER	TOTAL
PARTICIPANTS	MEN TOTAL	97 870 967	405 1363 1168	1966 669 2535	1-10 1-33 1643	32 0 32	2 0 2	3912 3035 6947
PARTICIPANT MAN-HOURS (IN 000'S)	MEN TOTAL	8.94 48.23 57.16	63.94 48.03 161.97	65.03 22.86 87.89	47.97 6.95 54.92	* * 2.84	0.02 0.00 0.02	185.89 176.06 364.78
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	13.52 32.06 28.21	37.96 39.36 38.97	32.13 61.10 36.72	20.64 58.59 51.20	32.00 0.00 31.37	3.33 0.00 3.23	36.13 39.91 37.69
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.69 0.98 0.92	1.30 1.56 1.97	0.62 1.15 0.70	0.89 1.69 0.94	* * 1.53	0.02 0.00 0.02	0.92 1.27 1.00
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.89	1.16	1.02	1.47	0.93	0.07	1.09
% CHANGE FROM LAST YEAR	TOTAL	3.17	69.47	-31.27	-35.90	64.40	-74.62	-100.00
% OF AGENCY POPULATION	MEN WOMEN TOTAL	3.87 14.73 18.60	5.79 18.79 24.62	31.51 5.94 37.45	16.18 1.23 17.41	0.54 0.01 0.55	0.33 0.01 0.34	58.74 41.26 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	1.40 12.52 13.92	5.83 19.62 25.45	26.86 9.63 36.49	21.74 1.91 23.65	0.46 0.00 0.46	0.03 0.00 0.03	56.31 43.69 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	2.45 13.22 15.67	17.53 26.87 44.40	17.83 6.27 24.09	13.15 1.90 15.05	* * 0.78	0.01 0.00 0.01	50.96 48.26 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	92.12 55.43 59.11	157.87 71.92 91.61	34.85 34.16 34.67	31.76 22.24 33.42	* * 88.50	10.00 10.00 10.00	47.52 58.01 52.51

INTERIOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS 19	OTHER	TOTAL
PARTICIPANTS	1344 2908 4252	4692 3574 8266	13136 1627 1463	3/31 86 3819	34 0 34	3160 386 3546	302 89 310	26399 8591 34990
PARTICIPANT MAN-HOURS (IN 000'S)	50.61 115.08 144.06	258.46 115.54 313.54	565.66 79.98 645.63	114.76 2.41 117.16	** ** 1.63	106.98 19.00 125.98	49.74 0.88 50.61	1146.18 310.78 1458.59
PARTICIPANT RATIO (%)	28.52	64.64 53.07 59.07	71.38 24.52 69.03	26.35 24.32 56.30	16.11 0.00 16.11	25.59 42.94 26.77	25.06 4.17 22.21	51.37 44.52 49.51
MAN-HOUR RATIO (%)	0.59 0.62 0.61	1.96 0.94 1.47	1.69 1.48 1.66	0.95 0.82 0.95	** 0.43	0.48 1.16 0.52	2.27 0.25 2.00	1.23 0.89 1.14
LAST YEAR'S MAN- HOUR RATIO (%)	1.23	2.10	2.35	1.17	3.31	0.50	0.66	1.57
% CHANGE FROM LAST YEAR	-50.33	-30.00	-29.26	-18.71	-87.15	4.72	202.46	-27.61
% OF AGENCY POPULATION	6.67 11.71 16.37	10.27 9.53 19.80	26.04 4.22 30.26	9.37 0.23 9.60	0.30 0.00 0.30	17.47 1.21 18.75	1.70 0.27 1.98	72.71 27.29 100.00
% OF AGENCY PARTICIPANTS	3.84 8.31 12.15	13.41 10.21 23.62	37.54 4.65 42.19	10.66 0.25 10.91	0.10 0.00 0.10	9.03 1.10 10.13	0.86 0.02 0.89	75.45 24.55 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	3.41 6.41 9.88	11.72 7.89 25.61	38.76 5.48 44.26	7.87 0.16 8.03	** ** 0.11	7.33 1.30 8.64	3.41 0.06 3.47	78.38 21.31 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	37.65 32.14 33.88	35.61 17.09 26.69	30.74 26.80 30.19	17.33 14.85 17.27	** ** 7.73	8.66 21.13 9.51	41.31 4.24 36.25	22.31 16.11 20.64

JUSTICE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS 19-21	OTHER	TOTAL
PARTICIPANTS	1919 4252 6471	7397 2704 10101	6906 459 7362	2107 54 261	166 0 166	1181 15 1196	88 22 110	20364 7896 26170
PARTICIPANT MAN-HOURS (IN 000'S)	MEN WOMEN TOTAL	172.13 370.36 542.49	456.03 107.14 563.16	560.15 25.90 586.04	112.84 1.63 114.47	* * 4.60	33.59 0.34 33.93	1380.48 1.20 46.96
PARTICIPANT MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	197.63 157.18 167.34	96.72 24.35 80.02	100.85 78.19 94.06	107.55 46.96 104.90	43.01 0.02 42.89	87.42 65.22 87.05	5.92 6.20 5.98
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	9.76 1.04 7.72	3.28 1.19 2.46	4.50 2.43 4.34	2.47 0.78 2.39	* * 0.65	1.37 0.80 1.36	1.70 0.19 1.40
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	3.54	3.03	3.14	0.68	0.81	0.86	0.01
% CHANGE FROM LAST YEAR	TOTAL	118.22	-18.92	34.23	252.17	-24.82	38.10	13946.19
% OF AGENCY POPULATION	MEN WOMEN TOTAL	3.23 9.64 12.87	25.45 16.52 42.00	22.79 1.95 21.74	6.37 0.38 8.76	1.28 0.00 1.29	4.50 0.08 4.57	4.94 1.18 6.13
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	6.81 16.16 22.97	26.26 9.60 35.86	24.52 1.63 26.14	9.61 0.19 9.80	0.59 0.00 0.56	4.19 0.05 4.25	0.31 0.08 0.39
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	9.10 19.36 26.98	24.11 5.66 29.77	29.61 1.37 30.98	5.96 0.09 6.05	* * 0.24	1.78 0.02 1.79	2.42 72.29 27.71
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	177.2/ 127.89 140.28	29.63 21.53 44.01	81.80 44.11 78.82	44.83 14.16 43.49	* * 11.88	24.86 14.61 24.49	30.79 3.38 25.51
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	89.70 81.36 83.83	61.65 39.62 59.75	81.11 56.41 79.57	41.68 30.15 41.46	* * 27.69	28.44 22.40 28.37	520.00 54.55 426.91

LABOR	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	65 19-21	65 22-24	65 25-28	65 29-32	65 33-36	65 37-40	65 41-44	65 45-48	65 49-52	65 53-56	65 57-60	65 61-64	65 65-68	65 69-72	65 73-76	65 77-80	65 81-84	65 85-88	65 89-92	65 93-96	65 97-100	65 101-104	65 105-108	65 109-112	65 113-116	65 117-120	65 121-124	65 125-128	65 129-132	65 133-136	65 137-140	65 141-144	65 145-148	65 149-152	65 153-156	65 157-160	65 161-164	65 165-168	65 169-172	65 173-176	65 177-180	65 181-184	65 185-188	65 189-192	65 193-196	65 197-198	65 199-200	65 201-202	65 203-204	65 205-206	65 207-208	65 209-210	65 211-212	65 213-214	65 215-216	65 217-218	65 219-220	65 221-222	65 223-224	65 225-226	65 227-228	65 229-230	65 231-232	65 233-234	65 235-236	65 237-238	65 239-240	65 241-242	65 243-244	65 245-246	65 247-248	65 249-250	65 251-252	65 253-254	65 255-256	65 257-258	65 259-260	65 261-262	65 263-264	65 265-266	65 267-268	65 269-269	65 270-271	65 272-273	65 274-275	65 276-277	65 278-279	65 279-280	65 281-282	65 283-284	65 285-286	65 287-288	65 289-289	65 290-291	65 292-293	65 294-295	65 296-296	65 297-298	65 299-299	65 300-301	65 302-303	65 304-305	65 306-307	65 308-309	65 310-311	65 312-313	65 314-315	65 316-317	65 318-319	65 320-321	65 322-323	65 324-325	65 326-327	65 328-329	65 330-331	65 332-333	65 334-335	65 336-337	65 338-339	65 340-341	65 342-343	65 344-345	65 346-347	65 348-349	65 350-351	65 352-353	65 354-355	65 356-357	65 358-359	65 360-361	65 362-363	65 364-365	65 366-367	65 368-369	65 370-371	65 372-373	65 374-375	65 376-377	65 378-379	65 379-379	65 381-382	65 383-384	65 385-386	65 387-388	65 389-389	65 390-391	65 392-393	65 394-395	65 396-397	65 398-398	65 399-399	65 401-402	65 403-404	65 405-406	65 407-408	65 409-410	65 411-412	65 413-414	65 415-416	65 417-418	65 419-420	65 421-422	65 423-424	65 425-426	65 427-428	65 429-429	65 431-432	65 433-434	65 435-436	65 437-438	65 439-440	65 441-442	65 443-444	65 445-446	65 447-448	65 449-449	65 451-452	65 453-454	65 455-456	65 457-458	65 459-459	65 461-462	65 463-464	65 465-466	65 467-468	65 469-469	65 471-472	65 473-474	65 475-476	65 477-478	65 479-479	65 481-482	65 483-484	65 485-486	65 487-488	65 489-489	65 491-492	65 493-493	65 494-495	65 496-496	65 498-499	65 499-499	65 501-502	65 503-504	65 505-506	65 507-508	65 509-509	65 511-512	65 513-514	65 515-516	65 517-518	65 519-519	65 521-522	65 523-524	65 525-526	65 527-528	65 529-529	65 531-532	65 533-534	65 535-536	65 537-538	65 539-539	65 541-542	65 543-544	65 545-546	65 547-548	65 549-549	65 551-552	
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TRANSPORTATION	US 1-4	US 5-8	US 9-12	US 13-15	US 16-18	US 19-21	US 22-24	US 25-27	US 28-30	US 31-33	US 34-37	TOTAL
PARTICIPANTS	347 853 1200	2249 1562 3631	10426 550 19078	1346 141 13507	208 3 211	1379 24 1403	102 102 207	102 102 207	36162 3322 3937	3375.46 162.82 3232.47		
PARTICIPANT MAN-HOURS (IN 000'S)	151.15 24.36 206.11	306.03 26.87 362.89	1831.11 3216 1870.27	988.53 1162 1080.14	*	90.43 0.17 90.59	5.03 0.00 5.69	5.03 0.00 5.69	3375.46 162.82 3232.47			
PARTICIPANT RATIO (%)	35.30 21.21 24.21	63.91 26.73 42.44	63.68 26.94 63.14	13.61 40.52 13.64	60.12 15.00 60.29	22.76 48.02 22.97	10.28 10.45 10.37	10.28 10.45 10.37	31.07 21.14 31.42			
MAN-HOUR RATIO (%)	8.50 0.75 2.29	4.79 0.57 2.21	3.50 1.69 3.42	2.98 2.74 2.98	*	0.82 0.18 0.82	0.27 0.04 0.16	0.27 0.04 0.16	3.14 0.74 2.74			
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL 2.43	2.62	4.47	5.55	0.75	0.93	0.03	0.03	3.89			
% CHANGE FROM LAST YEAR	TOTAL -5.61	-15.50	-23.50	-46.29	120.64	-12.20	422.12	-422.12	-29.51			
% OF AGENCY POPULATION	MEN 1.36 5.26 6.94	4.93 7.72 12.65	40.56 1.79 42.35	25.57 0.33 25.90	0.48 0.01 0.49	8.49 0.07 8.56	1.43 1.37 2.80	83.02 16.95 100.00				
% OF AGENCY PARTICIPANTS	MEN 0.86 2.16 3.04	5.69 4.00 9.69	46.61 1.64 48.25	34.06 0.30 34.42	0.53 0.01 0.53	3.49 0.00 3.55	0.27 0.26 0.52	91.51 8.49 100.00				
% OF AGENCY MAN-HOURS	MEN 4.27 1.53 5.80	8.61 1.60 10.22	51.71 1.10 52.82	27.83 0.33 26.15	*	2.35 0.00 2.55	0.14 0.02 0.16	95.11 4.88 100.00				
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 154.37 13.71 41.65	46.96 10.33 40.20	63.48 30.69 62.10	24.18 49.85 34.13	*	14.92 3.24 14.83	4.92 0.68 2.85	27.03 13.46 49.80				
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 437.32 63.72 171.75	136.07 35.95 94.72	99.69 60.24 98.35	73.41 62.37 73.50	*	65.57 6.75 51.20	47.69 6.46 21.47	93.38 48.53 89.85				

TREASURY	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-17		GS 18		J.F. 18+		FINAL	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
PARTICIPANTS	2,538 1,690 2,044	1,3360 2,064 2,430	1,2153 2,531 2,614	6,223 2,59 0,91	105 1,3 111	1,021 280 1,713	0 0 0	0 0 0	0 0 0	0 0 0	44150 2341 7471	0 0 0	44150 2341 7471	0 0 0	44150 2341 7471	
PARTICIPANT MAN-HOURS (IN 000'S)	1,420.44 519.7 602.22	1,400.27 500.22 2400.52	941.29 1,41.12 1,113.48	2,95.15 10.99 296.73	* * 0.23	102.12 7.14 112.30	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	0.23 0.23 0.23	
PARTICIPANT RATIO (%)	41.50 60.14 57.01	111.53 162.49 145.61	101.44 132.26 160.85	32.73 80.03 33.13	31.03 20.63 33.14	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	
MAN-HOUR RATIO (%)	1.30 0.90 1.02	0.81 3.07 4.52	1.65 2.10 1.09	1.37 2.16 1.36	* * 1.02	1.32 1.24 1.67	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	0.32 0.36 1.94	
LAST YEAR'S MAN- HOUR RATIO (%)	1.52	2.62	1.97	1.15	0.06	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
% CHANGE FROM LAST YEAR	-44.02	-19.91	-4.16	20.32	24.24	40.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
% OF AGENCY POPULATION	4.15 23.41 26.15	6.45 14.67 23.02	22.09 3.40 25.55	9.07 9.22 9.29	0.26 0.02 0.26	3.45 1.03 4.54	0.60 0.36 1.16	4.46 42.01 100.00								
% OF AGENCY PARTICIPANTS	2.57 16.36 20.93	13.71 29.81 43.52	20.29 29.98 26.27	6.79 9.26 7.06	0.11 0.00 0.11	1.61 0.29 1.96	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	
% OF AGENCY MAN-HOURS	3.09 11.24 14.34	30.54 21.64 52.18	20.44 3.74 24.18	6.21 0.24 6.44	* * 0.13	2.26 0.16 2.44	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	23.60 17.47 18.50	123.66 22.09 62.11	33.52 39.15 34.28	24.79 39.22 25.13	* * 16.49	23.90 5.14 19.40	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	
AVERAGE HOURS OF TRAINING PER PARTICIPANT	36.79 27.04 32.46	105.21 34.29 36.62	47.58 29.53 43.47	43.14 42.57 43.12	* * 35.74	64.61 26.12 56.70	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	0.00 0.00 0.00	

CIVIL AERONAUTICS	GS 1-4	GS 2-8	GS 9-12	GS 13-15	GS 16-18	NS	OTHER	TOTAL
PARTICIPANTS	MEN TOTAL	0 28	26 58	34 18	70 76	14 0	0	3 111
PARTICIPANT MAN-HOURS (IN 000'S)	MEN TOTAL	0.00 0.81	0.85 1.89	1.39 2.74	2.06 0.19	* 2.24	0.00 0.68	0.07 0.03 3.43 9.14
PARTICIPANT RATIO (%)	MEN TOTAL	9.00 93.33	30.98 42.65	37.25 32.73	39.77 50.00	27.45 0.00	0.00 0.00	40.15 46.44 42.46
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.00 1.47 1.16	0.91 0.76 0.80	0.75 0.53 0.67	0.64 0.84 0.65	* 0.71	0.00 0.00 0.00	0.97 0.79 0.77
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.35	0.3	0.52	0.80	0.78	1.32	0.00
% CHANGE FROM LAST YEAR	TOTAL	232.05	117.43	29.17	-18.17	-8.49	-100.00	0.00
% OF AGENCY POPULATION	MEN WOMEN TOTAL	1.23 4.62 5.85	7.85 20.92 28.77	15.69 8.46 24.15	27.08 1.85 28.92	7.85 0.15 8.00	1.85 0.15 2.00	0.62 0.77 1.38
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	0.00 10.14 10.14	9.42 21.01 30.43	13.77 6.52 20.29	25.36 2.17 21.54	5.07 0.00 5.07	0.00 0.00 0.00	1.09 1.45
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	0.00 8.78 8.78	9.23 20.69 29.92	15.18 5.79 20.97	22.46 2.01 24.47	* 7.38	0.00 0.00 0.00	0.72 0.27 1.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	0.00 26.73 21.11	16.53 13.89 14.61	13.59 9.62 12.20	11.65 15.33 11.89	* 12.96	0.00 0.00 0.00	16.50 5.00 10.11
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	0.00 28.64 28.64	32.42 32.57 32.52	36.47 29.39 34.20	29.30 30.67 29.41	* 48.14	0.00 0.00 0.00	22.00 25.00 22.75

CIVIL SERVICE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS	OTHER	TOTAL
PARTICIPANTS	MEN WOMEN TOTAL	110 834 944	261 630 891	949 349 1298	416 57 473	16 0 16	3 0 3	0 0 0
PARTICIPANT MAN-HOURS (IN 000'S)	MEN WOMEN TOTAL	2.91 20.54 29.45	13.29 20.37 33.65	26.42 9.46 35.88	13.39 1.79 15.18	* * 0.72	0.12 0.00 0.12	56.12 58.15 114.98
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	27.23 43.87 40.95	85.86 62.81 68.17	83.76 77.90 82.10	58.59 59.37 58.68	28.07 0.00 28.07	7.14 0.00 5.66	64.66 53.31 58.26
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.40 0.77 0.70	2.41 1.12 1.42	1.28 1.16 1.25	1.04 1.02 1.04	* * 0.69	0.16 0.00 0.12	1.14 0.91 1.02
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.75	0.82	0.97	0.79	1.89	0.10	0.00
% CHANGE FROM LAST YEAR	TOTAL	-6.21	72.88	28.81	31.24	-63.30	24.68	0.00
% OF AGENCY POPULATION	MEN WOMEN TOTAL	6.49 30.55 37.05	4.89 16.12 21.01	18.21 7.20 25.41	11.41 1.54 12.95	0.92 0.00 0.92	0.68 0.18 0.85	43.62 56.38 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	3.03 23.01 26.04	7.20 17.38 24.58	26.18 9.63 35.81	11.48 1.57 13.05	0.44 0.03 0.44	0.08 0.18 0.85	48.41 51.59 100.00
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	2.53 23.08 25.61	11.55 17.71 29.26	22.98 8.22 31.20	11.64 1.55 13.20	* * 0.62	0.10 0.00 0.10	48.81 50.57 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	7.20 13.96 12.77	43.69 20.31 25.74	23.32 21.10 22.69	18.86 18.60 18.83	* * 12.60	2.86 0.90 2.26	20.68 16.57 18.48
AVERAGE HOURS OF TRAINING PEP PARTICIPANT	MEN WOMEN TOTAL	26.45 31.82 31.19	50.89 32.33 37.76	27.84 27.09 27.64	32.19 31.33 32.08	* * 44.88	40.00 0.00 40.00	31.98 31.09 31.72

EQUAL OPPORTUNITY COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
PARTICIPANTS	8 175 183	54 357 411	125 158 283	61 1.03 226	1.65 1.03 226	0 0 0	3 0 3	355 751 1106
PARTICIPANT MAN-HOURS (IN 000'S)	0.06 7.16 7.22	0.49 5.67 6.16	2.88 3.48 6.35	4.48 1.03 5.50	* * 0.00	0.08 0.08 0.08	0.00 0.00 0.00	7.98 17.32 25.29
PARTICIPANT MAN-HOUR RATIO RATIO (%)	26.67 75.43 69.85	58.70 116.21 104.31	36.98 98.14 56.71	54.82 124.49 64.57	0.00 0.00 0.00	30.00 0.00 30.00	0.00 0.00 0.00	51.01 99.73 76.33
LAST YEAR'S MAN- HOUR RATIO (%)	0.11 1.70 1.52	0.29 1.03 0.86	0.47 1.19 0.70	0.82 1.15 0.87	* * 0.00	0.41 0.00 0.41	0.00 0.00 0.00	0.63 1.27 0.96
% CHANGE FROM LAST YEAR	3.26	3.29	3.26	0.00	14.45	0.50	0.00	2.76
% OF AGENCY POPULATION	-53.50	-73.86	-78.51	0.00	-100.00	-17.40	0.00	-65.18
% OF AGENCY PARTICIPANTS	2.67 16.01 18.08	6.35 20.84 27.19	23.33 11.11 34.44	20.77 3.38 24.15	1.10 0.35 1.45	0.69 0.00 0.69	0.28 0.41 0.69	48.03 51.97 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	0.24 28.29 28.52	1.93 22.40 24.33	11.30 14.29 25.59	14.92 5.52 20.43	0.00 0.00 0.00	0.27 0.27 0.27	0.00 0.00 0.00	32.10 67.90 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	7.50 40.87 39.42	9.06 15.87 14.97	23.01 21.97 22.43	27.10 16.82 24.33	* * 0.00	7.50 7.50 0.00	0.00 0.00 0.00	22.46 23.06 22.86

FEDERAL COMMUNICATIONS COMMISSION	GS 1-4	GS 2-8	GS 4-12	GS 13-15	GS 16-18	GS 19-21	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
PARTICIPANTS	6	68	142	154	20	7	0	397
	113	95	17	161	1	0	0	239
	125	163	159		21	7	0	636
PARTICIPANT MAN-HOURS (IN 000'S)	0.25	2.35	3.82	4.37	*	0.27	0.00	11.04
	4.44	3.09	0.87	0.17	*	0.00	0.00	8.52
	4.68	5.44	4.68	4.54	1.09	0.27	0.00	20.68
PARTICIPANT RATIO (%)	13.64	51.13	41.64	43.75	48.74	16.92	6.00	46.22
	20.42	31.35	26.15	33.33	50.00	17.07	0.00	37.17
	44.64	37.39	34.16	43.16	46.84		0.00	39.02
MAN-HOUR RATIO (%)	0.31	0.97	0.62	0.68	*	0.39	0.00	0.62
	1.03	0.56	0.73	0.43	*	0.00	0.00	0.73
	0.92	0.69	0.63	0.67	1.40	0.35	0.00	0.70
LAST YEAR'S MAN- HOUR RATIO (%)	0.78	0.50	0.68	0.69	1.41	0.13	0.00	0.65
% CHANGE FROM LAST YEAR	18.00	37.19	-6.75	-3.01	-1.03	111.71	0.00	7.44
% OF AGENCY POPULATION	2.70	8.16	20.92	21.60	2.52	2.21	0.74	60.52
	14.48	18.59	33.99	1.29	0.12	0.25	0.18	39.45
	17.18	26.75	24.91	22.88	2.64	2.52	0.92	100.00
% OF AGENCY PARTICIPANTS	0.94	10.69	22.33	24.21	3.14	1.10	0.00	62.42
	18.71	14.94	2.67	1.10	0.16	0.00	0.00	37.58
	19.65	25.63	25.00	25.31	3.30	1.10	0.00	100.00
% OF AGENCY MAN-HOURS	1.19	11.36	18.45	21.13	*	1.27	0.00	23.39
	21.42	14.91	4.17	0.80	*	0.00	0.00	41.34
	22.64	26.27	22.62	21.93	5.27	1.27	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	5.57	17.63	11.18	12.41	*	7.11	0.00	11.18
	18.79	10.17	13.26	1.86	*	0.00	0.00	13.29
	16.71	12.46	11.51	12.15	25.35	6.41	0.00	12.68
AVERAGE HOURS OF TRAINING PER PARTICIPANT	40.83	34.53	26.85	28.36	*	37.57	0.00	27.80
	37.24	32.45	33.32	29.40	51.90	37.57	0.00	35.75
	37.44						0.00	32.50

FEDERAL HOME LOAN BANK BOARD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
	MEN WOMEN TOTAL	0 33 33	32 62 94	116 52 168	148 12 160	7 7 7	3 -4 0	306 160 466
PARTICIPANTS	AEN WOMEN TOTAL	0.00 1.39 1.39	1.04 1.84 2.87	3.93 2.13 6.05	5.52 0.28 5.80	* * 0.15	0.11 0.04 0.15	10.59 5.67 16.41
PARTICIPANT MAN-HOURS (IN 000'S)								
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	0.00 0.54 0.48	32.32 32.98 32.75	27.68 98.11 35.59	46.39 171.43 49.08	70.00 0.00 70.00	15.79 25.00 16.00	0.00 0.00 0.00
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.00 0.54 0.48	0.58 0.54 0.55	0.52 2.21 0.71	0.95 2.20 0.98	* * 0.83	0.32 0.55 0.33	0.65 0.79 0.70
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	1.48	4.29	0.95	1.11	0.70	0.03	0.00
% CHANGE FROM LAST YEAR	TOTAL	-67.90	-87.16	-25.75	-11.77	18.00	1001.32	0.00
% OF AGENCY POPULATION	MEN WOMEN TOTAL	1.55 10.90 12.45	7.66 14.54 22.20	32.41 4.10 36.50	24.67 0.54 25.21	0.77 0.77 0.77	1.47 0.31 1.93	69.53 30.47 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	0.00 7.08 7.08	6.87 13.30 20.17	24.89 11.16 36.05	31.76 2.58 34.33	1.50 0.00 1.50	0.64 0.21 0.86	65.67 34.33 100.00
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	0.00 8.47 8.47	6.32 11.18 17.50	23.92 12.94 36.86	33.64 1.71 35.35	* * 0.91	0.67 0.24 0.91	64.54 34.54 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	0.00 9.85 8.63	10.46 9.76 10.00	9.36 40.00 12.81	17.30 40.00 17.79	* * 15.00	5.79 10.00 6.00	11.78 0.00 0.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	0.00 42.09 42.09	32.38 29.58 30.53	33.82 40.83 35.99	37.28 23.33 36.24	* * 21.43	36.67 40.00 37.50	34.60 0.00 0.00

FEDERAL POWER COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS 19- 21	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	
PARTICIPANTS	1 32	43 25	134 14	130 16	13 0	1 0	0 0	335 77 412
MAN-HOURS (IN 000'S)	0.04 1.29	1.05 0.95	4.02 4.28	3.77 0.24	* 4.00	0.01 0.00	0.00 0.00	9.23 2.72 12.31
PARTICIPANT RATIO (%)	4.17 38.10	51.17 8.56	53.17 23.73	47.45 100.00	31.71 0.00	5.26 4.35	0.00 0.00	47.99 22.00 39.31
MAN-HOUR RATIO (%)	0.09 0.84	0.69 0.18	0.88 0.24	0.76 2.12	* 0.79	0.03 0.02	0.00 0.00	0.73 0.43 0.65
LAST YEAR'S MAN- HOUR RATIO (%)	0.27	0.60	1.07	0.87	0.61	0.00	0.03	0.74
% CHANGE FROM LAST YEAR	149.65	-51.45	-29.29	-9.76	-20.74	0.00	-100.00	-12.62
% OF AGENCY POPULATION	2.29 8.02	8.02 27.86	24.05 5.63	26.15 0.57	3.91 0.00	1.81 0.38	0.57 0.48	66.60 33.40 100.00
% OF AGENCY PARTICIPANTS	0.24 7.77	10.44 6.07	32.52 3.40	31.55 1.46	3.16 0.00	0.24 0.24	0.00 0.00	81.31 18.69 100.00
% OF AGENCY MAN-HOURS	0.33 10.42	8.49 7.67	32.59 2.13	30.56 1.88	* 32.44	0.08 0.00	0.00 0.00	74.98 22.09 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	1.67 15.26	12.44 3.23	15.92 4.44	13.73 14.26	* 8.78	0.53 0.43	0.00 0.00	13.22 7.77 11.74
AVERAGE HOURS OF TRAINING FOR PARTICIPANT	40.00 40.06	24.30 37.76	29.93 18.71	28.93 38.50	* 29.35	10.00 27.69	0.00 0.00	27.54 25.31 29.87

FEDERAL TRADE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	OTHER	TOTAL
PARTICIPANTS	MEN 127	37	105	78	19	0	264
	WOMEN 152	177	155	107	19	0	423
	TOTAL 3.85	214				0	687
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.22	0.90	2.22	2.22	0.00	0.00	2.89
	WOMEN 3.64	3.96	1.80	0.27	0.00	0.00	9.67
	TOTAL 3.85	4.86	4.35	2.49	0.42	0.00	15.95
PARTICIPANT MAN-HOUR RATIO (%)	MEN 24.3%	60.66	40.38	24.61	42.22	0.00	33.26
	WOMEN 76.5%	49.38	91.91	111.34	0.00	0.00	64.78
	TOTAL 11.70	51.20	54.32	31.20	42.22	0.00	47.74
MAN-HOUR RATIO (%)	MEN 0.25	0.81	0.54	0.38	0.00	0.00	0.41
	WOMEN 1.21	0.61	1.00	0.57	0.00	0.00	0.81
	TOTAL 1.00	0.64	0.67	0.40	0.51	0.00	0.61
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL 0.34	0.51	0.35	0.30	0.15	0.00	0.37
% CHANGE FROM LAST YEAR	TOTAL 193.9%	25.43	90.42	32.93	239.3%	0.00	64.95
% OF AGENCY POPULATION	MEN 3.20	4.24	18.07	22.03	3.13	1.27	34.62
	WOMEN 11.54	29.81	6.88	1.81	0.00	0.28	45.35
	TOTAL 14.73	29.05	24.95	23.84	3.13	1.53	100.00
% OF AGENCY PARTICIPANTS	MEN 3.64	5.39	15.28	11.35	2.77	0.00	38.43
	WOMEN 16.4%	25.76	13.10	4.22	0.00	0.00	61.5%
	TOTAL 22.13	31.15	28.38	15.57	2.77	0.00	100.00
% OF AGENCY MAN-HOURS	MEN 1.33	2.63	15.96	13.89	2.61	0.00	36.81
	WOMEN 22.8%	24.82	11.29	1.68	0.00	0.00	60.58
	TOTAL 24.13	30.45	27.24	15.57	2.61	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 4.61	14.72	9.79	6.99	0.00	0.00	7.47
	WOMEN 21.90	11.09	16.18	10.31	0.00	0.00	14.80
	TOTAL 18.15	11.62	12.10	7.24	0.00	0.00	11.08
AVE. % OF PARTICIPANT	MEN 8.4%	24.27	24.24	28.41	0.00	0.00	22.24
	WOMEN 28.6%	22.36	20.00	9.24	0.00	0.00	22.84
	TOTAL 25.32	22.69	22.28	23.21	0.00	0.00	23.22

GENERAL SERVICES ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS 19-21	OTHER	TOTAL
PARTICIPANTS	1,283 1,690 3,273	2,424 2,465 4,889	4,085 896 4,981	1,790 79 1,669	44 3 44	1,948 176 2,124	202 54 226	12,376 5,360 17,736
PARTICIPANT MAN-HOURS (IN 000'S)	111.27 21.51 162.84	101.72 67.72 169.44	110.49 24.62 135.10	48.85 2.48 31.32	* * 1.94	62.86 5.26 63.12	13.60 2.12 15.71	448.77 153.75 604.44
PARTICIPANT RATIO (%)	53.12 41.32 46.29	55.41 51.20 62.38	101.92 94.92 100.59	86.88 68.10 87.75	63.77 0.00 62.86	13.64 2.40 12.10	100.60 15.13 65.03	43.81 43.82 43.81
MAN-HOUR RATIO (%)	2.06 0.69 1.27	1.28 1.08 1.19	1.52 1.44 1.50	1.34 1.17 1.33	* * 1.52	0.24 0.09 0.21	1.50 0.33 1.01	0.87 0.69 0.82
LAST YEAR'S MAN-HOUR RATIO (%)	1.84	1.70	1.42	1.45	0.88	0.30	1.80	1.04
% CHANGE FROM LAST YEAR	-31.0%	-29.9%	5.79	-8.51	72.71	-26.76	-43.81	-20.94
% OF AGENCY POPULATION	7.30 10.10 17.47	10.81 8.55 19.36	9.90 2.33 12.23	4.98 0.29 5.26	0.17 0.03 0.17	35.30 5.05 43.36	1.23 0.68 2.11	69.78 30.22 100.00
% OF AGENCY PARTICIPANTS	8.93 9.53 18.45	13.67 13.90 27.57	23.03 5.05 28.08	10.09 0.45 10.54	0.29 0.00 0.25	10.98 0.99 11.98	2.83 0.30 3.13	69.78 30.22 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	18.41 8.53 26.94	16.83 11.20 26.03	18.28 4.07 22.35	6.08 0.41 8.49	* * 0.32	10.40 0.87 11.27	2.25 0.35 2.60	74.24 25.44 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	70.29 30.51 49.75	70.29 27.47 34.66	70.05 27.47 27.12	24.25 21.32 24.09	* * 27.60	4.40 1.61 3.88	27.30 5.92 18.37	15.89 12.57 14.93

INTERSTATE COMMERCE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN
PARTICIPANTS	9	33	292	144	7	0	0	485
	46	60	21	1	0	0	0	128
	55	93	313	145	7	0	0	613
PARTICIPANT MAN-HOURS (IN 000'S)	0.41	1.31	12.24	4.81	*	0.00	0.00	18.77
	2.07	3.46	7.71	0.04	0.53	0.00	0.00	6.57
	2.48	4.77	12.95	4.85	*	0.00	0.00	25.57
PARTICIPANT MAN-HOUR RATIO (%)	13.43	38.82	59.47	50.00	7.29	0.00	0.00	46.02
	21.10	17.44	33.87	10.00	9.00	0.00	0.00	19.76
	19.30	21.68	56.60	48.66	0.90	0.00	0.00	36.04
PARTICIPANT MAN-HOUR RATIO (%)	0.34	0.84	1.37	0.92	*	0.00	0.00	0.98
	0.52	0.55	0.63	0.22	0.29	0.00	0.00	0.53
	0.48	0.61	1.29	0.90	*	0.00	0.00	0.83
LAST YEAR'S MAN- HOUR RATIO (%)	0.18	0.22	0.28	0.13	0.29	0.00	0.00	0.22
% CHANGE FROM LAST YEAR	166.10	177.90	360.47	589.11	0.26	0.00	0.00	276.20
% OF AGENCY POPULATION	3.94	5.00	28.87	16.93	1.00	0.12	0.00	61.96
	12.82	20.22	32.64	0.59	0.53	0.00	0.00	38.04
	16.75	25.22	32.51	17.52	5.88	1.53	0.12	100.00
% OF AGENCY PARTICIPANTS	1.47	5.38	47.63	23.49	1.14	0.00	0.00	79.12
	7.50	9.79	3.43	0.16	0.00	0.00	0.00	20.88
	8.97	15.17	51.08	23.65	1.14	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	1.60	5.10	47.87	18.81	*	0.00	0.00	73.38
	8.00	13.53	2.77	0.16	2.07	0.00	0.00	24.55
	9.70	18.63	50.65	18.96	*	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	6.12	15.34	24.93	16.69	*	0.00	0.00	17.80
	9.49	10.06	11.44	4.00	5.28	0.00	0.00	9.70
	8.70	11.10	23.41	16.27	*	0.00	0.00	15.03
AVERAGE HOURS OF TRAINING PER PARTICIPANT	45.56	39.52	41.91	33.39	*	0.00	0.00	38.68
	44.98	51.65	33.76	40.00	33.43	0.00	0.00	49.04
	45.07	51.22	41.37	35.43	*	0.00	0.00	41.71

NASA	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18			HS			OTHER			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
PARTICIPANTS	281	1149	1530	2513	127	140	237	127	146	965	1	966	0	0	0	15645	3369	19014	0	0	0	0	0	0
PARTICIPANT MAN-HOURS (IN 000'S)	8.92	32.85	41.77	183.23	237.65	410	111.04	203.26	241.93	15.84	21.05	21.90	0.00	0.00	0.00	483.68	91.48	591.00	0	0	0	0	0	0
PARTICIPANT RATIO (%)	8.92	36.07	40.01	36.07	41.17	47.24	111.06	203.26	241.93	15.84	21.05	21.90	0.00	0.00	0.00	66.32	68.52	66.70	0	0	0	0	0	0
MAN-HOUR RATIO (%)	26.77	60.29	64.20	67.86	68.78	69.22	108.52	206.00	206.87	66.87	50.58	50.00	4.17	0.00	0.00	66.32	68.52	66.70	0	0	0	0	0	0
LAST YEAR'S MAN-HOUR RATIO (%)	0.99	1.26	1.22	0.75	1.64	1.26	1.26	1.26	1.26	1.26	1.24	1.24	2.01	1.31	1.31	0.61	0.02	0.60	0.00	0.00	0.00	1.13	1.02	1.14
% CHANGE FROM LAST YEAR	0.87	0.59	0.87	0.59	1.42	1.33	1.33	1.33	1.33	1.33	1.18	1.18	1.18	0.63	0.32	0.63	0.32	0.32	0.32	0.32	0.32	1.15	1.15	1.15
% OF AGENCY POPULATION	39.67	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	34.33	-4.74	-4.74	-4.74	-100.00	-100.00	-100.00	-0.73	-0.73	-0.73
% OF AGENCY PARTICIPANTS	1.74	5.02	4.62	9.34	14.36	14.46	28.81	36.91	37.32	31.17	30.41	30.41	0.41	0.01	0.01	6.69	0.08	6.78	1.18	0.43	1.61	82.75	17.25	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	1.43	6.04	4.64	8.42	14.46	14.46	29.31	38.06	38.73	33.95	30.67	30.67	0.67	0.03	0.03	5.08	0.01	5.08	0.00	0.00	0.00	82.28	17.72	100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	1.51	5.56	5.26	6.10	11.66	11.66	31.00	40.21	40.93	33.39	36.59	36.59	0.72	2.31	2.31	3.56	0.00	3.56	0.00	0.00	0.00	81.84	15.48	100.00

NATIONAL LABOR RELATIONS BOARD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
PARTICIPANTS	3 64	23 105	20 32	39 42	13 1	1 0	0 0	99 205
PARTICIPANT MAN-HOURS (IN 000'S)	0.09 2.36 2.45	0.83 3.21 4.04	0.45 0.68 1.12	0.87 0.03 0.90	0.02 0.00 0.44	0.00 0.00 0.00	2.25 6.26 8.94	304
PARTICIPANT RATIO (%)	8.33 20.45 19.20	27.38 20.63 21.59	4.98 25.81 9.89	5.82 6.25 5.85	9.70 20.00 10.07	5.26 0.00 4.35	7.23 20.02 12.70	
MAN-HOUR RATIO (%)	0.14 0.41 0.39	0.54 0.35 0.37	0.06 0.30 0.12	0.07 0.03 0.07	0.07 0.03 0.17	0.06 0.00 0.05	0.09 0.34 0.21	
LAST YEAR'S MAN- HOUR RATIO (%)	0.32	0.21	0.46	0.13	0.14	0.00	0.00	0.23
% CHANGE FROM LAST YEAR	20.51	78.29	-74.56	-47.26	22.24	0.00	0.00	-10.56
% OF AGENCY POPULATION	1.50 13.08 14.58	3.51 21.27 24.78	16.80 5.18 21.98	28.00 2.01 30.00	5.60 0.17 5.81	0.79 0.17 0.96	0.29 0.38 0.67	57.21 42.79 100.00
% OF AGENCY PARTICIPANTS	0.99 21.05 22.04	7.57 34.54 42.11	6.58 10.53 17.11	12.83 0.99 13.82	4.28 0.33 4.61	0.33 0.00 0.33	0.00 0.00 0.00	32.57 67.43 100.00
% OF AGENCY MAN-HOURS	1.01 26.33 27.34	9.26 35.82 45.10	7.54 12.51	9.66 0.34 10.00	4.83	0.22 0.00 0.22	0.00 0.00 0.00	35.15 70.02 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	2.50 7.52 7.00	9.88 6.29 6.80	1.10 5.44 2.13	1.29 0.62 1.25	1.11	1.05 0.00 0.87	0.00 0.00 0.00	1.64 6.11 3.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.00 36.78 36.48	36.09 30.50 31.50	22.20 21.00 21.50	22.15 10.00 21.29	30.86	20.00 0.00 20.00	0.00 0.00 0.00	22.71 30.54 29.41

OFFICE OF MANAGEMENT AND BUDGET	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	1 MEN TOTAL	3 MEN TOTAL	12 77 89	24 30 54	50 57	19 1 20	6 0 6	112 116 230
PARTICIPANT MAN-HOURS (IN 000'S)	0.06 MEN 0.20 WOMEN TOTAL	0.30 2.53 2.83	0.94 1.07 2.01	4.37 0.27 4.64	* * 0.69	0.20 0.00 0.20	0.00 0.00 0.00	5.80 4.06 10.61
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	44.44 50.33 19.05	45.28 43.48 44.26	22.03 38.89 23.27	27.54 33.33 27.78	30.00 0.00 28.57	0.00 0.00 0.00	23.98 44.53 31.42
MAN-HOUR RATIO (X)	MEN MEN TOTAL	0.28 1.22 0.68	0.61 0.91 0.86	1.06 0.81 1.04	* * 0.53	0.53 0.50 0.50	0.00 0.00 0.00	0.69 0.84 0.80
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.37	0.57	0.56	1.36	0.77	0.00	0.82
% CHANGE FROM LAST YEAR	TOTAL	84.26	51.73	61.36	-23.45	-31.47	0.00	-2.73
% OF AGENCY POPULATION	MEN WOMEN TOTAL	1.64 1.23 2.87	3.69 20.90 24.59	7.24 9.43 16.67	31.01 2.49 33.47	9.43 0.41 9.84	2.73 0.14 2.87	63.80 36.20 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	0.43 1.30 1.74	5.22 33.48 38.70	10.43 13.04 23.48	21.74 3.04 24.78	8.26 0.43 8.70	2.61 0.61 2.61	48.10 51.30 100.00
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	0.57 1.69 2.25	2.81 23.85 26.66	8.85 10.03 18.88	41.20 2.49 43.69	* * 6.51	1.81 0.00 1.81	55.23 38.26 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	5.00 22.22 12.38	11.04 16.53 15.71	17.70 15.42 16.41	19.24 14.67 18.91	* * 9.58	9.60 0.00 9.14	12.54 15.31 14.48
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	60.00 66.67 65.00	24.83 32.84 31.76	39.08 35.47 37.07	87.36 31.71 81.26	* * 34.50	32.00 0.00 32.00	52.29 34.38 46.10

RAILROAD RETIREMENT BOARD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS OTHER	TOTAL
	MEN 7 43 50	WOMEN 58 63 121	1.33 48 181	22 2 24	5 0 5	0 0 0	225 156 381
PARTICIPANTS	MEN 0.24 0.89 1.13	WOMEN 18.39 23.18 41.57	4.37 1.73 6.10	1.23 0.06 1.28	* * 0.17	0.00 0.00 0.00	24.21 25.86 50.23
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 11.35 10.96	WOMEN 15.11 21.45	33.50 33.33 33.46	24.44 50.00 25.53	55.56 0.00 55.56	0.00 0.00 0.00	29.92 16.47 22.42
PARTICIPANT RATIO (%)	MEN 9.09 11.35 10.96	WOMEN 39.46 15.11 21.45	33.50 33.33 33.46	24.44 50.00 25.53	* * 1.02	0.00 0.00 0.00	1.77 1.50 1.63
MAN-HOUR RATIO (%)	MEN 0.17 0.13 0.14	WOMEN 6.89 3.06 4.06	0.61 0.66 0.62	0.75 0.77 0.75	* * 1.02	0.00 0.00 0.00	
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL 0.29		1.79	1.48	0.44	0.00	1.11
% CHANGE FROM LAST YEAR	TOTAL -53.28		126.73	-58.10	70.42	0.00	46.66
% OF AGENCY POPULATION	MEN 4.53 22.31 26.84	WOMEN 8.65 24.54 33.20	23.37 8.48 31.84	5.30 0.24 5.53	0.53 0.00 0.53	1.53 0.18 1.71	44.26 55.74 100.00
% OF AGENCY PARTICIPANTS	MEN 1.84 11.25 13.12	WOMEN 15.22 16.54 31.76	34.91 12.60 12.51	5.77 0.52 6.30	1.31 0.00 1.31	0.00 0.00 0.00	59.06 40.94 100.00
% OF AGENCY MAN-HOURS	MEN 0.46 1.77 2.23	WOMEN 36.61 46.15 82.76	8.68 3.44 12.13	2.44 0.11 2.55	* * 0.33	0.00 0.00 0.00	48.19 51.48 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 3.01 2.35 2.46	WOMEN 52.59 73.70	10.99 12.01 11.26	13.60 14.00 13.62	* * 18.44	0.00 0.00 0.00	32.19 27.30 29.56
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 33.14 20.70 22.44	WOMEN 317.03 367.92 343.53	32.80 36.04 33.66	55.64 28.00 53.33	* * 33.20	0.00 0.00 0.00	107.58 165.74 131.83

SECURITIES AND EXCHANGE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN 25 31	28 25 83	236 30 266	214 11 225	4 0 4	1 0 -1	0 0 0	519 91 610
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.18 0.69 TOTAL 0.87	1.40 0.44 2.03	4.62 0.43 5.06	4.19 0.24 4.43	* * 0.10	0.03 0.00 0.03	0.00 0.00 0.00	10.61 1.80 12.50
PARTICIPANT RATIO (%)	MEN 0.91 17.24 TOTAL 15.50	61.05 8.42 21.17	69.01 46.15 65.36	45.73 45.83 45.73	12.12 0.00 12.12	5.88 0.00 5.56	0.00 0.00 0.00	51.03 16.91 39.23
MAN-HOUR RATIO (%)	MEN 0.18 WOMEN 0.26 TOTAL 0.24	0.93 0.08 0.29	0.74 0.37 0.68	0.49 0.26 0.49	* * 0.16	0.08 0.00 0.07	0.00 0.00 0.00	0.57 0.18 0.44
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL 0.07	0.42	0.61	0.41	0.72	0.00	0.00	0.42
% CHANGE FROM LAST YEAR	TOTAL 239.84	-32.14	12.21	20.71	-17.75	0.00	0.00	5.34
% OF AGENCY POPULATION	MEN 3.54 9.32 TOTAL 12.86	6.11 19.10 25.21	21.99 4.18 26.17	30.10 1.54 31.64	2.12 0.00 2.12	1.00 0.06 1.16	0.26 0.32 0.58	65.40 34.60 100.00
% OF AGENCY PARTICIPANTS	MEN 0.98 4.10 TOTAL 5.08	9.51 4.10 13.61	38.69 4.92 43.61	35.08 1.80 36.89	0.66 0.00 0.66	0.16 0.00 0.16	0.00 0.00 0.00	85.08 14.92 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 1.44 5.47 TOTAL 6.92	12.79 3.45 16.24	36.96 3.53 40.49	33.43 1.91 35.39	* * 0.77	0.19 0.00 0.19	0.00 0.00 0.00	84.86 14.37 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 3.27 4.72 TOTAL 4.32	16.82 1.45 5.18	13.50 6.78 12.43	8.94 9.96 6.99	* * 2.91	1.41 0.00 1.33	0.00 0.00 0.00	10.43 3.34 8.03

SMALL BUSINESS ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTAL
PARTICIPANTS	MEN 11 144 TOTAL 155	73 342 415	291 81 372	256 23 279	3 0 3	0 0 0	0 0 0	634 590 1224
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.18 3.76 TOTAL 3.94	2.01 8.79 10.80	8.91 2.51 11.47	11.16 0.94 12.09	* * 0.09	0.00 0.00 0.00	0.00 0.00 0.00	22.31 15.98 38.38
PARTICIPANT RATIO (%)	MEN 5.09 10.41 TOTAL 9.68	22.60 37.46 33.60	21.93 40.91 24.39	32.08 56.10 33.25	10.00 0.00 10.00	0.00 0.00 0.00	0.00 0.00 0.00	23.25 23.12 23.19
MAN-HOUR RATIO (%)	MEN 0.05 0.15 TOTAL 0.14	0.34 0.53 0.48	0.37 0.70 0.41	0.77 1.26 0.79	* * C.16	0.00 0.00 0.00	0.00 0.00 0.00	0.45 0.34 0.40
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL 0.23	0.43	0.37	0.60	1.59	0.00	0.00	0.40
% CHANGE FROM LAST YEAR	TOTAL -41.18	11.94	11.90	32.25	-89.73	0.00	0.00	0.07
% OF AGENCY POPULATION	MEN 4.13 26.20 TOTAL 30.33	6.12 17.29 23.39	25.14 3.75 28.69	15.12 0.78 15.69	0.57 0.00 0.57	0.38 0.00 0.38	0.06 0.25 0.30	51.66 48.34 100.00
% OF AGENCY PARTICIPANTS	MEN 0.90 11.76 TOTAL 12.66	5.96 27.94 33.91	23.77 6.62 30.39	20.92 1.88 22.79	0.25 0.00 0.25	0.00 0.00 0.00	0.00 0.00 0.00	58.12 41.64 100.00
% OF AGENCY MAN-HOURS	MEN 0.47 9.78 TOTAL 10.25	5.23 22.90 28.13	23.36 6.52 29.88	29.07 2.44 31.51	* * 0.23	0.00 0.00 0.00	0.00 0.00 0.00	8.18 6.26 7.27
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 0.82 2.71 TOTAL 2.46	6.21 9.63 8.74	6.76 12.63 7.52	13.98 22.83 14.41	* * 2.97	0.00 0.00 0.00	0.00 0.00 0.00	35.18 27.08 31.35
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 16.27 26.07 TOTAL 25.37	27.48 25.70 26.01	30.81 30.88 30.82	43.57 40.70 43.33	* * 29.07	0.00 0.00 0.00	0.00 0.00 0.00	35.18 27.08 31.35

SMITHSONIAN INSTITUTION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
PARTICIPANTS	764 34 798	214 58 272	104 42 146	69 7 76	3	190 12 202	1	1,345 155 1500
PARTICIPANT MAN-HOURS (IN 000'S)	14.71 0.99 15.69	3.38 1.91 5.29	2.64 1.27 3.91	2.13 0.24 2.36	** 0.05	4.99 1.96 6.95	0.04 0.06 0.10	27.87 6.41 34.33
PARTICIPANT RATIO (%)	230.82 26.98 174.62	93.86 16.71 47.30	26.00 23.06 25.09	25.46 21.21 25.00	7.50 0.00 7.50	33.81 13.04 30.69	1.35 11.11 3.26	69.91 19.28 54.99
MAN-HOUR RATIO (%)	2.45 0.43 1.89	0.82 0.30 0.51	0.36 0.38 0.37	0.43 0.39 0.43	** 0.06	0.48 1.17 0.58	0.03 0.15 0.06	0.80 0.44 0.69
LAST YEAR'S MAN- HOUR RATIO (%)	0.43	0.30	0.27	0.30	0.03	0.28	0.00	0.30
% CHANGE FROM LAST YEAR	339.64	68.65	36.88	42.31	101.91	108.90	0.00	130.95
% OF AGENCY POPULATION	12.13 4.62 16.75	8.36 12.72 21.08	14.66 6.67 21.33	9.93 1.21 11.14	1.47 0.00 1.47	20.60 3.37 23.97	2.71 0.66 3.37	70.53 29.47 100.00
% OF AGENCY PARTICIPANTS	50.93 2.27 53.20	14.27 3.87 16.13	6.93 2.80 9.73	4.60 0.47 5.07	0.20 0.00 0.20	12.67 0.80 13.47	0.07 0.13 0.20	89.67 10.33 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	42.84 2.87 45.71	9.84 5.55 15.39	7.68 3.70 11.38	6.19 0.68 6.87	** 0.13	14.53 5.71 20.24	0.12 0.17 0.29	81.20 18.67 100.00
AVERAGE HOURS OF TRAINING PER PARTICIPANT	19.24 29.00 19.66	15.79 32.83 19.42	25.35 30.24 26.75	30.80 33.14 31.01	** 14.67	26.25 163.33 34.39	40.00 29.00 32.67	20.72 41.35 22.88

VETERANS ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	HS	UNITS	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	
PARTICIPANTS	4453 6692 11145	5179 5359 10538	8061 3314 11395	2439 322 2761	216 11 269	4191 216 693	4613 1295 17608	29840 30809 60649
PARTICIPANT MAN-HOURS (IN 000'S)	163.59 320.33 579.01	138.01 301.60	272.22 79.20 351.48	152.11 12.60 89.70	* * 11.51	18.17 23.70 101.93	110.82 321.17 527.64	1018.58 931.11 1961.20
PARTICIPANT RATIO (%)	22.21 22.73 22.52	21.71 25.87 26.74	38.31 62.17 60.15	60.81 85.19 62.91	95.86 183.33 97.64	23.54 19.33 18.24	22.64 36.81 36.32	28.64 33.37 30.86
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.71 0.60 0.64	0.48 0.37 0.42	1.08 0.86 1.02	1.03 1.83 1.10	* * 2.14	0.21 0.12 0.15	0.54 0.56 0.55
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.83	0.37	1.03	1.20	1.86	0.20	0.65
% CHANGE FROM LAST YEAR	TOTAL	-22.38	13.90	-0.81	-8.31	15.08	-25.94	-15.46
% OF AGENCY POPULATION	MEN WOMEN TOTAL	10.20 14.98 25.18	9.51 10.54 20.05	7.02 2.59 9.64	2.04 0.19 2.23	0.15 0.00 0.15	10.37 5.57 19.28	23.02 46.98 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	7.34 11.03 18.38	8.54 8.84 17.38	13.32 5.46 18.79	4.02 0.53 4.95	0.46 0.02 0.48	7.91 3.49 11.40	7.61 21.43 29.03
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	13.12 16.33 29.52	8.34 7.04 15.38	13.88 4.04 17.92	3.83 0.64 4.47	* * 0.59	3.99 1.21 5.20	8.71 18.21 26.92
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	12.90 10.88 11.70	8.75 6.66 7.65	12.64 15.59 18.55	18.72 33.31 19.98	* * 36.87	3.84 2.17 2.69	8.38 13.96 11.49
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	56.09 47.81 51.95	31.59 25.75 28.62	33.69 23.92 30.85	30.79 39.11 31.76	* * 39.81	16.29 11.23 14.74	37.03 27.48 29.99

APPENDIX C

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TRAINING PARTICIPATION AND MANHOUR SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERAGENCY		INTERNAL		NON-GOVERNMENT LONG-TERM		NON-GOVERNMENT SHORT-TERM		ALL SOURCES	
	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS
GS 1-4	014141	370001	13001	444230	20	3102	1608	739951	11800	439814
GS 5-8	156144	511051	26293	86223	132	14482	37112	1447452	219185	10433101
GS 9-12	206425	9010544	34139	116602	602	110254	6768	260123	31206	14641423
GS 13-15	16261	241618	15866	61012	406	56261	32524	1173793	106111	206684
GS 16-18	889	25386	883	70014	0	9140	1014	361081	2822	144048
TOTAL GS	12666	24534610	90202	31666	1348	1898037	103611	6070433	159311	30866616
WS-SPV	24161	1335616	2000	80309	3	4160	3661	113483	35225	1533847
WS-N SPV	66111	3301910	2290	83506	3	8122	980	471866	16698	3866010
TOTAL WS	61342	4631735	4909	163691	6	12882	13716	585349	113923	5399957
OTHER	6982	3111979	2664	21319	20	6606	12426	421808	65371	3813570
TOTAL PAY SYSTEM	61140	3224230	91166	3532703	1404	191685	181613	1077590	938611	44871508
MED/SCI/ENG	644	3973556	6089	41283	986	1323817	58163	2417026	130093	10235861
TECHNICAL	311545	1131545	24000	848622	18	117100	51222	2168820	3906811	2034424
ADM/MGMT	135742	4910938	38243	1355087	324	51624	36834	1371398	211141	186618
OTHER	142598	4208191	28242	912541	10	18644	35390	1120346	206506	6446780
TOTAL	01140	3224230	91166	3532703	1404	191685	181613	1077590	938611	44871508

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TRAINING PARTICIPATION SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG-TERM			NON-GOVERNMENT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	27231	66531	93762	65891	1395	11126	13301	6	14	20	3946	12652	51416	114442	114442
GS 5-8	16501	11161	27662	9174	17788	20923	11	61	132	1645	21167	37167	11344	11344	11344
GS 9-12	11679	34622	15141	20512	1521	34134	618	107	625	11613	11613	11613	26139	26139	26139
GS 13-15	11241	17861	29102	11241	11241	11241	378	378	378	11613	11613	11613	11613	11613	11613
GS 16-18	1157	22	1179	1179	1179	1179	26	406	406	11613	11613	11613	11613	11613	11613
TOTAL GS	11371	11371	22742	11214	11214	22742	11613	11613	22742	11613	11613	22742	11613	11613	11613
WS-SPV	21162	43	21165	2434	101	2008	2	1	3	5153	150	5153	11164	11164	11164
WS-N SPV	61483	5761	67244	60281	215	2239	3	0	3	1212	363	1212	1212	1212	1212
TOTAL WS	31153	6134	37287	51142	4343	51145	2	1	3	1316	1316	1316	10033	10033	10033
OTHER	41762	21162	61912	11613	603	2016	41	3	20	1316	363	1316	12626	12626	12626
TOTAL PAY SYSTEM	41616	20167	61164	20167	51163	20166	1210	1164	1210	1210	1210	1210	11613	11613	11613
MED SCI ENG	29030	24419	53449	41626	1434	6059	120	916	120	1316	1316	1316	10112	10112	10112
TECHNICAL	223634	22252	313433	14421	9157	24088	1114	114	114	40364	10560	10560	21222	21222	21222
ADM MGR	13251	33685	135142	20039	11614	36243	215	49	215	26148	10600	10600	121147	121147	121147
OTHER	11232	11162	142258	12036	10446	20242	9	1	10	11613	37340	11613	12126	12126	12126
TOTAL	41616	20167	51164	20167	51163	20166	1210	1164	1210	1164	1210	11613	11613	11613	11613

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN. MGMT. AND SUP.			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AIR FORCE	11036	1041	12077	12314	3295	15614	12662	2250	15112	6059	3601	10620	48470	11147	59223
CHAMBER OF COMMERCE	2407	616	3123	3034	1740	3429	3223	1026	4249	617	1760	2425	10324	5234	15238
ARMY	14123	2693	16866	63263	16700	79963	26020	8058	36076	16661	44391	133706	44112	177618	169539
NAVY	4284	33	10742	51242	2831	37073	26661	4447	25314	10467	2893	16360	52435	11104	14974
AIR FORCE	4535	1008	5243	40352	8258	48010	16299	4442	20741	8213	6266	14419	69394	89373	14974
OTHER LAND	2804	183	3587	22145	5982	28127	7346	2311	9117	4028	2594	7022	36923	12130	49053
MS.	3838	3270	7128	10548	12181	22119	6847	6938	17785	6722	11871	18593	29965	36260	68225
HHS	638	281	925	1466	809	2275	1124	500	1624	684	1439	2123	3912	3035	6947
INTERIOR	5122	1149	6221	4211	1182	5393	6317	2141	10458	8749	4119	12868	26394	6591	34990
JUSTICE	6888	491	7379	3063	3122	6185	3226	523	3774	1157	3670	10827	20364	806	26170
LABOR	286	198	484	1126	1239	2965	1933	788	2721	622	1544	2166	4567	3769	8336
STATE/ AID	255	360	615	323	156	479	1130	524	1101	1595	2696	2809	2665	5474	39537
TRANS	1763	77	1842	22644	817	23461	7608	768	8396	4165	1673	5638	36162	3355	97386
TREASURY	1515	4662	19857	18055	39976	57981	6692	3626	10316	4156	5074	9230	44048	23338	4273
AEC	688	44	732	1159	119	1276	893	171	1064	594	605	1149	3334	939	3625
CIA	22	0	28	45	23	58	52	11	63	32	71	103	151	111	262
CDC	42	37	86	723	477	1200	788	515	1303	195	641	1036	1750	1670	1106
CENT. OF LIV. ING	39	23	62	16	15	31	15	24	39	13	42	25	63	104	187
DOE	4534	1940	64448	1057	628	1085	2539	916	3450	13664	3101	16765	21768	6585	28353
EPA	314	62	376	312	82	364	653	83	136	1434	1223	2657	2713	1450	4163
FBI	52	41	93	16	90	108	287	20	905	0	0	355	751	1106	636
FCC	62	0	68	15	31	106	120	43	163	140	152	299	367	239	466
FBI LAB	23	12	65	122	28	180	124	52	176	7	38	45	306	160	466

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

Agency	PROFESSIONAL			TECHNICAL			AUXILIARY, MGRY AND SUP			CIVILIAN			WVTH			ALL TYPES		
	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	BLN	
AFRL	101	5	104	10	20	90	94	14	106	57	40	47	322	77	349			
AMC	15	26	144	43	103	140	62	123	205	61	171	232	264	423	487			
AMU	329	4	359	90	7	103	1490	217	1707	2444	629	3623	4932	857	5792			
ANRI	17	12	29	230	66	324	302	41	343	69	5	94	666	124	790			
ASA	636	395	1231	4794	1682	6473	3488	1528	5016	3261	1753	5016	12376	360	17736			
AT&T	11	11	108	114	16	190	76	17	95	136	84	220	465	128	613			
LIB CTRG	161	1518	238	136	374	170	103	273	387	281	968	1522	1581	3133				
MSA	4825	434	5250	2820	306	3131	5573	677	6450	2422	1752	4174	15645	3369	19014			
NSRA	3	1	6	22	15	37	11	21	32	15	13	28	53	30	103			
NAUT CHEM, DIVISION	1	0	1	136	9	145	376	22	398	4	22	26	517	53	70			
NLRB	11	2	13	35	133	168	26	13	39	27	57	84	99	205	304			
NSD	27	41	68	12	18	30	153	107	260	14	89	103	206	255	461			
OMH	31	43	14	31	20	51	48	26	74	2	29	31	112	118	230			
PANAMA CANAL	716	315	1031	1112	464	1576	636	157	793	1364	144	1508	3828	1080	4908			
PN RET BOARD	42	31	73	107	45	152	63	27	90	13	23	66	225	156	381			
SEC	435	29	464	27	28	55	24	10	34	33	24	57	519	91	610			
SEL SVC	0	0	0	120	499	619	682	4343	5025	63	644	707	865	2486	6351			
SDA	33	7	40	230	144	376	286	129	415	85	308	393	634	590	1224			
SMITH INST	39	17	56	920	31	951	297	39	336	89	68	157	1345	155	1500			
SOLDIERS HOME	41	240	281	16	12	30	45	6	51	0	0	0	104	258	362			
VA	10577	15628	26205	8026	5670	13726	8202	5321	13523	3005	4190	7145	20840	30809	60649	958617		
TOTAL	164712	40381	15093	278284	112267	390871	155119	58028	211147	121248	85258	206546	664663	293954				

PARTICIPATION BY AGENCY AND SOURCE

Agency	Source	IN-Emergency		Non-Emergency		Non-Govt Long-Term		Non-Govt Short-Term		TOTAL		ALL SOURCES			
		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women			
Army	34510	5267	39527	4940	2969	7915	96	10	66	4904	2881	1165	46476	11147	59623
Co. of Mil.	4025	204	6229	1671	1206	3077	83	7	90	4045	2017	6062	10024	5234	15258
Army	101245	32364	133604	8356	2059	13415	356	22	388	23739	6667	30406	133706	44112	177818
Army	53273	757	12427	5744	3895	9689	125	6	131	23246	3046	26892	92435	1104	139539
Army	14603	10499	2866	2160	5026	127	6	133	10120	3205	13325	69399	19974	69373	9974
Army	27710	9341	39057	2413	1065	3478	132	20	152	4662	1704	4366	36923	12130	49053
Army	16263	20496	36162	536	6467	11643	61	61	122	8262	11236	19498	29965	36260	68225
Army	1924	1409	3396	616	816	1632	2	1	6	1144	609	1953	3912	3035	6947
Army	15078	3306	16384	5551	2652	6202	34	4	36	2737	2629	8366	26399	8591	34990
Army	16121	6969	23696	1613	427	20440	2	0	2	2022	410	2432	20364	1806	28170
Army	2275	1470	3145	1052	1002	2054	7	4	11	1233	1293	2526	4567	3769	36
Army	13229	1635	2960	887	365	1250	36	20	26	261	645	1206	2809	2665	5474
Army	30720	1671	32403	2692	1213	4105	18	1	19	2546	464	3010	36182	3355	39537
Int. Agency	40251	5112	11903	1123	992	2715	4	0	4	2070	634	2704	44048	53338	97386
Army	1420	433	1853	552	256	808	10	1	11	1352	249	1601	3334	939	4273
Army	22	34	26	52	41	93	2	0	2	77	36	113	151	111	262
Army	39	366	759	1101	1339	2440	0	0	0	261	165	426	1755	1810	3625
Co. of Mil.	35	30	65	23	59	82	0	0	0	25	15	40	83	104	187
Co. of Mil.	18492	4342	22834	557	544	1101	9	10	19	2710	1689	4399	21768	6585	28353
EPA	854	252	1116	834	437	1271	12	0	12	1013	751	1764	2713	1450	4163
EPA	18	224	242	296	426	722	0	0	0	41	101	142	355	751	1106
EPA	53	48	101	164	108	272	0	0	0	160	83	263	397	239	636
EPA	47	20	67	46	66	112	0	0	0	213	74	287	306	160	466

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	46	3	49	56	54	110	0	0	0	220	20	240	322	77	399
FTC	96	169	285	24	123	177	9	0	9	114	111	225	264	423	687
GALU	3244	276	3822	445	113	356	4	0	4	1242	160	1408	4935	857	5792
GPO	434	60	494	109	40	149	0	0	0	123	24	147	666	124	790
GSA	6906	2391	9297	2938	1816	4756	3	0	3	2529	1151	3690	12376	2360	17736
IGC	120	55	175	145	16	163	0	0	0	220	55	275	482	128	613
LIB COUN	1357	1313	2670	37	76	113	0	0	0	158	192	350	1552	1581	3133
NASA	3604	567	4171	1093	380	1473	42	1	43	10906	2421	13327	15645	3369	19014
NCHA	1	6	7	25	19	44	0	0	0	27	25	52	52	50	103
NAT CREDIT UNION	451	19	470	33	32	85	0	0	0	13	2	15	517	53	570
NLRB	6	35	41	75	105	180	0	0	0	18	65	83	99	205	304
NSF	17	17	34	29	107	164	0	1	1	130	130	260	206	255	461
OMA	2	12	14	61	62	123	2	0	2	47	44	91	112	118	230
PANAMA CANAL	3100	961	4061	170	14	184	2	0	2	556	105	661	3823	1080	4908
RH RET BOARD	148	116	264	56	36	92	0	0	0	21	4	25	222	156	361
SEC	292	63	355	60	9	69	0	0	0	167	19	186	519	91	610
SEL SVC	711	5124	5835	140	343	483	0	1	1	14	18	32	865	5486	6351
Sba	198	217	415	213	254	169	0	0	0	221	119	340	634	590	1224
SMITH INST	1116	60	1176	48	29	77	0	0	0	181	66	247	1345	155	1500
SOLDIERS HOME	52	165	220	16	2	18	0	0	0	33	91	124	104	258	362
VA	19220	22135	41355	2984	1945	4929	68	18	86	1568	6711	14279	29840	30809	60649
TOTAL	476165	201675	677343	58617	39143	97760	1210	194	1404	128671	52942	181613	604663	293954	958617

PARTICIPATION BY AGENCY AND PAY SYSTEM

GENERAL SCHEDULE	WAGE SYSTEM						OTHER PAY SYSTEMS						ALL PAY SYSTEMS						
	AGENCY	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	47050	11083	58163	13846	58	1442	1442	461	3	464	10024	5234	15250	11147	59623	59623	11147	5234	15250
COMMERCE	9224	5198	14422	339	33	372	372	23113	6955	30068	133706	44112	177818	177818	44112	177818	133706	6955	30068
ARMY	66669	35865	122534	23924	1292	25216	25216	1103	3	1106	44112	44112	177818	177818	44112	177818	44112	44112	177818
NAVY	48374	15890	64264	40883	146	41629	41629	3176	468	3646	92435	17104	109539	109539	17104	109539	92435	17104	109539
AIR FORCE	45205	16154	61359	18324	1143	19467	19467	9870	2677	8547	69399	19974	89373	89373	19974	89373	69399	19974	89373
OTHER GOV	34541	11987	46528	2294	93	2377	2377	88	60	148	36923	12130	49053	49053	12130	49053	36923	12130	49053
HHS	28404	37551	65955	1151	611	1762	1762	410	98	508	29965	38260	68222	68222	38260	68222	29965	38260	68222
HUD	3910	3035	6945	2	0	2	2	0	0	0	3912	3035	6941	6941	3035	6941	3912	3035	6941
INTERIOR	22937	8197	31134	3160	386	3546	3546	302	6	310	26399	8591	34990	34990	8591	34990	26399	8591	34990
JUSTICE	19095	7769	26864	1181	15	1196	1196	88	22	110	20364	7806	28110	28110	7806	28110	20364	7806	28110
LABOR	4566	3735	8301	0	0	0	0	1	34	35	4567	3769	8336	8336	3769	8336	4567	3769	8336
STATE/ AID	1321	2489	3810	16	5	21	21	1472	171	1643	2809	2665	5474	5474	2665	5474	2809	2665	5474
TRANS	34698	3229	37927	1379	24	1403	1403	105	102	207	36182	3355	39537	39537	3355	39537	36182	3355	39537
TREASURY	42421	53052	95473	1627	286	1913	1913	0	0	0	44048	53338	97386	97386	53338	97386	44048	53338	97386
ATC	3329	939	4268	5	0	5	5	0	0	0	3334	939	4273	4273	939	4273	3334	939	4273
CAB	148	110	258	0	0	0	0	3	1	4	151	111	262	262	111	262	151	111	262
CSC	1752	1870	3622	3	0	3	3	0	0	0	1755	1870	3625	3625	1870	3625	1755	1870	3625
COST OF LIVING	83	104	187	0	0	0	0	1558	15245	1569	16814	21768	6585	28353	6585	28353	21768	16814	28353
U. S. GOVT	5011	4970	9981	1512	46	1558	1558	29	105	3	108	2713	1450	4163	4163	1450	2713	108	4163
EPA	2579	1447	4026	29	0	29	29	1103	3	0	0	0	355	751	1106	751	0	355	751
EDUC	352	751	1103	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0
FCC	390	239	629	7	0	7	7	0	0	0	0	0	0	0	0	0	0	0	0
FNLBB	303	159	462	3	1	4	4	0	0	0	306	160	466	466	160	466	0	0	466

PARTICIPATION BY AGENCY AND PAY SYSTEM

Agency	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	Met	Met+	Total	Met	Met+	Total	Men	Women	Total	Men	Women	Total
AFIC	321	11	332	1	0	0	0	0	0	322	11	333
ERIC	204	423	627	0	0	0	0	0	0	264	423	687
GAI	4735	657	5392	0	0	0	0	0	0	4935	657	5792
GPO	219	97	316	308	22	330	79	5	84	666	124	790
JSIA	9926	5130	15056	1948	176	2124	502	54	56	12376	5360	17736
LUC	485	128	613	0	0	0	0	0	0	485	128	613
LIB CHNG	1532	1562	3094	20	16	36	0	3	3	1552	1581	3133
NASA	14680	3368	18048	605	1	666	0	0	0	15645	3369	19014
NICIA	39	50	89	14	2	14	0	0	0	53	50	103
NAT CREDIT UNION	517	53	570	0	0	0	0	0	0	517	53	570
NLRB	98	205	303	1	0	1	0	0	0	99	205	304
NSF	200	253	453	6	2	8	0	0	0	206	255	461
OMB	106	118	224	6	0	6	0	0	0	112	118	230
PANAMA CANAL	992	599	1591	1310	4	1314	1526	471	2003	3828	1080	4908
PCM RET BOARD	225	136	381	0	0	0	0	0	0	225	156	381
SEC	518	91	609	1	0	1	0	0	0	519	91	610
SER SVC	781	3104	3885	0	0	0	0	0	0	2382	2466	865
SBA	634	590	1224	0	0	0	0	0	0	634	590	1224
SMITH FIRST	1154	141	1295	190	12	202	1	2	3	1345	155	1500
SOLDIERS HOME	53	233	286	40	12	52	11	13	24	104	258	362
VA	20430	15698	36128	4197	2116	6313	4613	12995	17608	29840	30809	60649
TOTAL	500261	258756	759317	106833	7090	113923	57269	28108	85377	664663	293954	958617

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AIR FORCE	2730	4342	7072	12930	5213	18203	26192	1272	27411	2078	5273	1443	1	144	
COMMERCE	341	1820	2161	1383	2154	3537	4110	998	5116	3145	221	3366	237	5	242
ARMY	6033	12623	18856	16238	14749	32987	47805	7935	5640	14503	358	14861	90	0	90
NAVY	2206	2452	7028	9018	6961	15679	26021	3210	29837	10400	265	10005	123	2	125
AIR FORCE	1044	5078	6122	8573	6008	14581	29124	4189	33913	6424	279	6703	40	0	40
WATER BLD	830	2670	3500	4706	4651	9359	23611	4401	28212	2061	263	2324	131	2	133
ARM.	912	11614	14726	6000	10072	22138	12509	8421	21230	6529	1230	7759	88	14	102
AGRIC.	97	570	907	405	1363	1768	1866	669	2335	151	133	1643	32	0	32
INTERIOR	1344	2408	4252	4692	3574	8206	13136	1627	14763	3731	88	3819	34	0	34
JUSTICE	1919	4252	641	739	2704	10101	6906	459	7365	2707	54	2761	166	0	166
LABOR	68	660	928	594	1638	2232	1539	842	2381	2187	374	2561	178	21	199
STATE/ED	63	336	669	182	1210	1452	393	457	650	676	126	804	5	0	5
TRANS	347	853	1200	2249	1582	3831	18428	650	19078	13466	141	13607	208	3	211
TREASURY	2508	17896	20404	13366	24064	42430	19783	5631	25614	6623	258	6881	141	3	144
AGRIC.	22	180	202	870	512	1428	924	153	1077	1434	33	1467	93	1	94
LAB	0	28	28	20	38	84	38	891	349	1298	416	57	473	16	0
CSC	110	834	944	261	630	991	949	36	56	70	6	76	14	0	14
U. S. GRVY	522	1370	1892	1816	1948	3164	2019	1455	3474	635	193	828	19	4	23
EPIC	35	302	337	472	807	1279	1243	268	1531	812	50	862	17	0	17
EDUC	6	175	183	54	357	411	123	158	283	165	61	226	0	0	0
HEALTH	0	114	125	68	95	163	142	17	159	154	7	161	20	1	21
HSLS	0	33	33	32	62	94	116	52	168	148	12	160	7	0	7

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
RPC	1	32	33	43	25	68	134	14	148	130	6	136	13	0	13
RJC	25	127	152	37	177	214	105	50	195	78	29	107	19	0	19
DAO	63	328	391	603	272	937	2444	239	2683	1689	18	1707	74	0	74
CPO	13	18	31	60	48	108	106	30	136	83	1	89	12	0	12
CDA	1583	1690	3273	2424	2465	4889	4085b	896	4981	1790	79	1869	44	0	44
ICC	9	46	55	33	60	93	292	21	313	144	1	145	7	0	7
LIB COUN	204	258	462	446	636	1084	549	51	1120	326	96	422	5	1	6
NASA	281	683	1164	1149	1601	2750	5573	751	6324	1237	127	1364	446	0	446
NECHA	1	21	22	14	9	23	14	13	27	9	7	16	1	0	1
NAT CREDIT UNION	1	2	6	45	40	86	409	7	416	59	1	60	0	0	0
NLRB	3	64	67	23	105	128	20	32	52	39	3	42	13	1	14
NSF	14	40	54	23	144	167	37	48	85	96	19	115	30	2	32
OMB	1	3	4	12	77	89	24	30	54	50	7	57	19	1	20
PANAMA CANAL	361	252	613	196	199	395	321	146	467	114	2	116	0	0	0
PA RT BOARD	7	43	50	58	63	121	133	48	181	22	2	24	5	0	5
SEC	6	25	31	28	25	83	236	30	266	214	11	225	4	0	4
SEL SVC	48	1450	1098	260	1910	2170	282	139	421	191	2	196	0	0	0
SEA	11	144	155	13	342	415	291	81	372	256	23	279	3	0	3
SMITH INST	764	34	798	214	28	272	104	42	146	69	7	76	3	0	3
SOLDIERS HOME	22	96	118	13	93	106	15	43	58	3	1	4	0	0	0
VA	4453	6692	11145	5179	2359	10238	6981	3314	11395	2439	322	2761	11	289	289
TOTAL	31018	67482	118500	10441	115344	219785	261391	50678	312069	104938	5173	106111	2773	79	2852

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	174	3	177	1210	55	1265	1384	58	1442
COMMERCE	132	7	139	207	26	233	339	33	372
ARMY	6881	188	7069	17043	1104	18147	23924	1292	25216
NAVY	15182	97	15279	25701	649	26350	40883	746	41629
AIR FORCE	4639	65	4704	13685	1078	14763	18324	1143	19467
OTHER DOD	606	10	616	1688	73	1761	2294	83	2377
HEW	402	161	563	749	450	1199	1151	611	1762
HUD	0	0	0	2	0	2	2	0	2
INTERIOR	887	106	993	2273	280	2553	3160	386	3546
JUSTICE	989	5	994	192	10	202	1181	15	1196
LABOR	0	0	0	0	0	0	0	0	0
STATE/ AID	12	4	16	4	1	5	16	5	21
TRANS	401	3	404	978	21	999	1379	24	1403
TREASURY	468	96	564	1159	190	1349	1627	286	1913
AEC	1	0	1	4	0	4	5	0	5
CAB	0	0	0	0	0	0	0	0	0
CSC	2	0	2	1	0	1	3	0	3
CUST OF LIVING	0	0	0	0	0	0	0	0	0
D. C. GOVT	331	5	336	1181	41	1222	1512	46	1558
EPA	10	0	10	19	0	19	29	0	29
EDUC	1	0	1	2	0	2	3	0	3
FCC	0	0	0	7	0	7	7	0	7
FHLBB	2	0	2	1	1	2	3	1	4

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1	0	1	0	0	0	0	1	1
F-TC	0	0	0	0	0	0	0	0	0
GAO	0	0	0	0	0	0	0	0	0
GPU	65	1	66	243	21	264	308	22	330
GSA	215	19	234	1733	157	1890	1948	176	2124
IUC	0	0	0	0	0	0	0	0	0
LIB CONG	8	3	11	12	13	25	20	16	36
NASA	270	0	270	695	1	696	965	1	966
NCHA	13	0	13	1	0	1	14	0	14
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	1	0	1	0	0	0	1	0	1
NSF	1	0	1	1	5	2	7	6	8
OMB	2	0	2	4	0	4	6	0	6
PANAMA CANAL	246	0	246	1064	4	1068	1310	4	1314
PK RET BOARD	0	0	0	0	0	0	0	0	0
SEC	1	0	1	0	0	0	1	0	1
SEL SVC	0	0	0	0	0	0	0	0	0
SEA	0	0	0	0	0	0	0	0	0
SMITH INST	141	4	145	49	8	57	190	12	202
SOLDIERS HOME	31	1	32	9	11	20	40	12	52
VA	1916	416	2332	2881	1700	4581	4797	2116	6913
TOTAL	34031	1194	35225	72802	5896	78698	106833	7090	113923

TRAINING MAN-HOUR SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG-TERM			NON-GOVERNMENT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	114,177	117,103	231,280	113,560	115,116	228,676	44,430	44,312	88,742	21,670	21,670	43,340	16,412	16,412	43,340
GS 5-8	116,324	116,324	232,648	112,223	114,127	226,350	110,671	110,671	221,342	11,252	11,252	22,504	11,252	11,252	22,504
GS 9-12	117,394	117,394	234,788	111,444	113,354	224,800	110,601	110,601	221,202	11,053	11,053	22,103	11,053	11,053	22,103
GS 13-15	119,411	119,411	241,611	112,611	116,600	229,211	114,443	114,443	229,211	11,417	11,417	22,828	11,417	11,417	22,828
GS 16-18	119,411	119,411	241,611	112,611	116,600	229,211	114,443	114,443	229,211	11,417	11,417	22,828	11,417	11,417	22,828
TOTAL GS	111,013	111,013	245,341	111,013	111,013	245,341	110,560	110,560	221,110	11,404	11,404	22,804	11,404	11,404	22,804
WS SPV	110,714	110,714	221,428	110,560	110,560	221,428	110,560	110,560	221,428	11,404	11,404	22,804	11,404	11,404	22,804
WS-N SPV	112,502	112,502	225,004	112,354	112,354	225,004	112,354	112,354	225,004	11,404	11,404	22,804	11,404	11,404	22,804
TOTAL WS	110,606	110,606	245,341	110,560	110,560	245,341	110,560	110,560	245,341	11,404	11,404	245,341	11,404	11,404	245,341
OTHER	242,257	242,257	484,514	211,174	211,174	422,348	211,174	211,174	422,348	11,404	11,404	242,257	11,404	11,404	242,257
TOTAL PAY SYSTEM	214,854	214,854	422,423	220,321	220,321	421,646	220,321	220,321	421,646	11,404	11,404	214,854	11,404	11,404	214,854
MEC SCI ENG	4,660,503	4,660,503	9,321,006	4,120,503	4,120,503	8,240,506	4,111,406	4,111,406	8,240,506	1,121,126	1,121,126	2,411,315	1,121,126	1,121,126	2,411,315
TECHNICAL	4,660,503	4,660,503	9,321,006	4,120,503	4,120,503	8,240,506	4,111,406	4,111,406	8,240,506	1,121,126	1,121,126	2,411,315	1,121,126	1,121,126	2,411,315
ADM MGMT	4,660,503	4,660,503	9,321,006	4,120,503	4,120,503	8,240,506	4,111,406	4,111,406	8,240,506	1,121,126	1,121,126	2,411,315	1,121,126	1,121,126	2,411,315
OTHER	4,660,503	4,660,503	9,321,006	4,120,503	4,120,503	8,240,506	4,111,406	4,111,406	8,240,506	1,121,126	1,121,126	2,411,315	1,121,126	1,121,126	2,411,315
TOTAL	125,153	125,153	222,423	111,761	111,761	211,110	106,365	106,365	211,110	11,362,31	11,362,31	19,610,619	11,362,31	11,362,31	19,610,619
															446,130,000

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN. MGMT. AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AIR FORCE	701331	50840	103105	486570	102302	600160	500940	72445	24873	12469	123710	262667	1816350	349503	2177341
COMMERCE	199928	33521	242052	179352	68984	271064	132928	34633	115331	21950	59128	89624	234312	193496	733387
ARMY	111654	87475	1266523	2991266	67880	367750	944440	204531	116395	640862	340478	98864	5748222	1311344	7066990
NAVY	644411	47018	700953	3732803	214016	3924279	652193	139760	1002011	415403	205283	69144	2105476	60679	6321013
AIR FORCE	416826	34996	455174	2159244	426030	2588626	619592	147617	706161	226574	168713	398639	3422236	771556	4203144
OTHER DOD	346271	69994	444493	983879	280319	1272426	376298	84663	469189	100578	77524	166330	1807026	532500	2347554
HEW	196401	252806	453190	521855	666891	1198329	418870	365316	793769	287366	565732	862621	1424324	1826745	3284652
HUD	14768	7458	25058	108023	105616	216471	47674	15377	65883	15421	47605	65858	165880	176056	364774
INTERIOR	337305	56275	395210	206549	41412	249591	368225	79358	449213	234098	133732	369460	1146177	310777	1458584
JUSTICE	663037	31231	694816	212514	354161	571272	230442	15881	251120	24283	105272	384152	1380476	306545	1801618
LABOR	9039	6762	21886	45456	34364	65905	92341	27741	126167	9730	41072	54887	156566	104939	272590
STATE/AID	63761	63366	147147	21163	6609	27192	83196	33338	116534	130119	34845	164904	318279	136158	456437
TRANS	78853	2628	92285	2756863	69637	2857304	490264	32386	533454	52873	38161	101838	3378655	162812	3552469
TREASURY	1793897	465023	2258920	705426	1048167	1753593	277156	99812	377030	11112	93608	208600	2891473	1706670	4598143
AEC	30876	1556	37699	27328	4090	36689	39898	5940	51105	10493	15387	31147	108595	26973	140835
CAB	685	298	983	1524	685	2209	1950	360	2310	870	2086	2956	5029	3429	8458
CSC	1438	1023	3179	23880	15274	39872	25421	14146	40285	5380	27698	33796	561119	58141	114978
CUST OF LIVING	1182	664	1886	568	556	1164	492	960	1492	348	1142	1530	2590	3322	5922
Do. C. GOVT	522440	126934	680479	59944	12278	73327	90211	32502	123818	532252	92855	626212	1234847	264569	1500521
EPA	21956	2396	24352	8168	2206	10374	36063	4129	40192	42301	38065	81346	111488	46796	158284
EDUC	425	359	814	144	2148	2292	7373	14808	22161	0	0	0	7972	17315	25287
FCC	1474	199	2763	2632	1344	5066	3516	1309	5917	3413	5693	10196	11037	8545	20672
FBI-BB	1479	313	1942	4738	2031	6919	4122	1666	5876	248	1716	2114	10587	5656	16403

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN., AGMT., AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	2745	109	2854	2728	662	3390	3240	357	3597	514	1591	2105	9227	2719	11946
FTC	1672	569	2257	1364	2930	4050	1092	2306	3814	1603	3857	5871	9642	5871	15949
GAO	14809	96	14885	3665	243	7988	54012	6414	64506	94818	20731	119629	167304	27484	198868
GPO	486	169	655	6457	2440	9087	9215	1304	11074	1889	389	2836	17677	4302	22539
GSA	26601	14644	43177	14577	54316	197725	91149	36152	129233	182536	52631	240099	448763	153743	604438
ICC	3211	303	4042	4652	912	6092	2576	1401	4505	8322	3661	12511	18761	6277	25566
LIB CUNG	5413	6754	12285	6536	3163	12017	7387	6781	14286	2482	7362	12962	24818	26260	51196
NASA	193751	13480	223566	69765	10329	115929	150399	14517	160751	49765	53151	118751	483683	91477	560992
NCHA	106	24	146	608	520	1144	422	764	1202	715	948	1679	1851	2256	4123
NAT CREDIT UNION	24	0	24	6868	376	7244	9919	686	10605	119	586	705	16930	1648	18578
NLRB	200	88	120	1386	5084	6902	420	312	1164	242	776	1450	2248	6260	8940
NSF	913	1506	4273	420	467	2741	3658	3878	11390	326	3608	5788	5317	11459	18630
OSB	3670	1384	5744	818	560	2048	1344	841	2875	24	1272	1986	5856	4057	10603
PANAMA CANAL	85195	19465	104460	93935	9473	103408	33745	10234	43979	72466	9790	82256	285341	48962	334303
RET RET BOARD	16312	20104	36582	5566	3770	9502	1816	786	2768	512	1195	1873	24206	23855	50227
SEC	8983	375	9054	450	622	1168	752	208	1056	418	390	904	10603	1795	12494
SEL SVC	0	0	0	2294	8888	11182	12784	84483	97267	1542	17991	19533	16420	111342	127982
SEA	391	104	584	9315	5594	14998	11066	3913	15068	1532	6369	7990	22304	15980	36373
SM'TH INST	1346	688	2080	19123	954	20121	5896	1200	7140	1503	3568	5115	27870	6410	34324
SOLDIERS HOME	1007	2152	3159	712	256	968	704	128	832	0	0	2423	2536	4959	
VA	441642	561415	1034563	220441	133578	365525	285972	117109	414587	70521	99008	181035	1018576	931110	1961192
TOTAL	5016272	2026900	5235861	5862216	4401519	10394524	6331977	1723852	8186618	3807812	2508379	34080169	6446980	10660550	14871508

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOV'T LONG-TERM			NON-GOV'T SHORT-TERM			ALL SOURCES		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
AGRIC	1130681	122059	1257592	182139	279867	103087	19014	122161	400383	115875	517721	181632	349203	2177341	
COMMERCE	190614	6102	260905	16139	31840	11834	109392	9480	110572	138105	18414	240516	234315	192496	139387
ARMY	3144447	907347	4104576	258382	132207	390553	480059	27320	516919	1110702	242270	1254542	5148222	1311344	1068990
NAVY	4394237	359475	4136088	201040	131047	33361	112240	8604	180844	106453	1046520	5105470	646079	6321013	
AIR FORCE	2681467	323261	3237260	120944	72865	196729	154079	8984	163053	463746	140126	606072	3422235	177556	4203144
OTHER GOV	1318514	349777	1719129	140762	46347	11160	140113	19216	167489	199734	66400	208650	1817020	232500	2347754
NSA	816899	1059218	1976209	181698	220989	408013	93702	98631	194533	312025	471907	803597	1424324	1850745	3264652
INDU	111134	126242	237410	25843	22261	30104	11024	1600	12624	37915	25953	64036	165880	176056	364774
INTERIOR	590574	115789	706483	242603	69713	313690	61487	5128	93415	222313	119547	344390	1146177	310777	1458834
JUSTICE	1209572	486639	1692817	90374	13099	104856	3440	0	3440	71500	12807	91292	130476	206545	1891618
LABOR	74607	25083	103374	31750	31488	67031	10800	6990	17760	39409	43408	84425	156566	109939	272590
STATE/FAID	121570	56222	177742	107694	21243	128937	49560	30700	80320	39425	29933	69388	318279	136158	456437
TRANS	3130800	108675	3243770	106067	38490	148227	28672	1440	32192	111314	13927	12790	1378853	162812	3552469
TREASURY	2714791	1034426	4369317	72485	304205	102905	2100	0	2100	102097	21724	123821	289143	106640	4598143
AEC	26683	9482	36483	29036	9988	36052	15904	1680	17584	31972	7823	48716	108595	26973	140835
CAB	520	850	1400	2034	1547	2086	0	0	0	2440	1032	3472	5029	3429	8458
CSC	13894	14146	28840	35470	39038	74966	0	0	0	6757	4957	11972	56119	28141	114978
CUST OF LIVING	653	734	1564	740	1948	2768	0	0	0	1000	600	1600	2593	3322	5952
U. S. GOVT	1071466	168217	1139739	20490	16854	37696	11320	14760	240803	31571	64738	197006	1234847	264569	1500521
EPA	26151	6954	35105	32534	1267	49001	16100	0	16100	34643	22575	57218	111488	46796	158284
EDOC	144	2538	2682	6714	10182	16898	0	0	0	1112	4595	5707	7972	17315	25287
FCC	1172	1387	2599	4674	4028	9670	0	0	0	3191	3130	8443	11037	6545	20672
FBI	1900	720	2620	4310	2708	1602	0	0	0	1085	2238	9473	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INT'L AGENCY			NON-GUVT LONG-TERM			NON-GUVT SHORT-TERM			ALL SOURCES		
	men	women	total	men	women	total	men	women	total	men	women	total	men	women	total
FPC	1232	60	1292	2066	2010	4075	0	0	0	9221	6569	9221	2719	2719	11946
FIC	1689	3115	4804	1648	5742	5550	0	0	0	2535	2605	2535	5871	5871	15949
GAI	18460	118363	20880	4122	27078	4400	0	4400	4400	49027	167304	49027	27484	27484	12868
GHO	9430	1326	10756	4025	2415	6782	0	0	0	4192	561	4192	17637	17637	22539
OSA	266784	12232	329092	9463	51920	14709	4392	0	4392	82894	39591	123245	44863	153743	84438
ICC	1612	2070	1982	4530	1323	6301	0	0	0	3311	2884	11283	18761	18761	6277
LIB. CHN	16025	17351	36448	2148	5277	1455	0	0	0	3615	3632	7303	24610	24610	51196
NASA	10066	62170	31762	10364	41116	60333	1200	63551	344701	69847	416553	463680	91477	590992	
NCHA	32	200	232	647	752	1367	0	0	0	1170	1324	2494	1651	1651	2256
NAT CREDIT UNIT	15142	646	15881	1608	936	2344	0	0	0	330	16	346	16930	16930	16578
NLRB	300	1480	1720	1376	2892	4700	0	0	0	512	1686	2400	2248	2248	8940
NS	680	680	1360	1220	4473	7239	0	0	0	3109	4226	7951	5317	5317	18630
NTAB	50	470	520	1920	2300	4706	2120	0	0	1130	1287	2597	5856	5856	10603
PANAMA CANAL	237261	42449	279710	10125	640	10948	3200	0	3200	34552	5873	40425	285341	285341	334303
PN RET BOARD	21796	24854	46650	2034	943	3017	0	0	0	316	58	560	24206	24206	50227
PLC	5408	1242	6722	2160	184	2348	0	0	0	3035	369	3404	10603	10603	12494
PL SVC	13521	104991	116512	2811	5909	8720	0	0	0	80	268	382	670	670	111362
PLA	4637	3690	8327	8478	1493	16330	0	0	0	9169	4791	14016	22304	22304	38373
PL TH INST	19163	3182	22345	3328	916	4268	0	0	0	3319	2312	7711	27870	27870	34324
SOLDIERS HOME	793	1244	2037	968	96	1044	0	0	0	662	1196	1658	2423	2423	4959
VA	612262	697266	1313205	83723	21565	139393	104472	25632	130104	215119	156646	378440	1018576	931110	1961192
TOTAL	2009431	1251593	32284230	2250521	1218776	3532703	683856	283949	1976985	5136231	1906192	7077590	14480169	666550	4871508

PARTICIPANT MANHOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			AGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1710914	347642	2130044	42059	1122	46811	377	109	486	1816350	349503	2177341
COMMERCE	49115	193507	693278	12761	1917	14618	3039	12	30431	534315	165496	738381
ARMY	4042068	1014152	5123644	160064	23417	783541	946090	213715	1159805	5748222	1311344	7065990
NAVY	2618971	240962	3469391	2331759	28706	2504463	254746	36411	291157	5103476	66079	6321013
AIR FORCE	2244387	624175	2812514	981367	72569	1053936	196482	80212	216894	3422236	777556	4203144
OTHER DOD	172736	527521	2263287	74281	2565	76852	5203	2414	617	181026	532500	2341754
HEW	1367484	1823617	3200684	41033	24409	65202	13607	2659	18466	1424324	1820745	3284652
HUD	185866	116056	304154	20	0	20	0	0	0	165886	11056	364774
INTERIOR	489467	290908	1282005	106974	18997	125971	49736	872	50608	1146177	310777	1426584
JUSTICE	1301126	25009	1810732	33590	336	0	33926	45760	1200	46960	1380476	306545
LABOR	156538	108459	271582	0	0	0	28	930	1008	150566	109934	272590
STATE/ AID	136965	120110	259135	340	12	412	176974	11916	19680	318279	138158	1891618
TRANS	3283401	161991	3456196	90424	162	90386	9028	659	5687	3378853	162812	456431
TREASURY	2706359	1699487	4465846	105114	7183	112297	0	0	0	2891473	1106670	4598143
AEC	108376	26913	140616	219	0	219	0	0	0	108595	26973	140835
CAB	4963	3404	8367	0	0	0	66	25	91	9029	3429	6428
CSC	55999	28141	114658	120	0	120	0	0	0	56119	58141	114978
CUST OF LIVING	2590	3322	5952	0	0	0	0	0	0	2590	3322	3922
O. C. GOVT	220658	182335	404098	95084	1240	96324	919105	80994	100099	1234847	264564	1500521
EPA	106730	46757	153487	1207	0	1207	3551	39	3590	111488	46796	150284
EDUC	7897	17315	25212	75	0	75	0	0	0	1972	17315	25281
HCC	10774	8545	20409	263	0	263	0	0	0	11037	8545	20672
FHLBB	10477	5625	16253	110	40	150	0	0	0	10367	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
HPC	9217	2119	11336	10	0	10	0	0	0	9221	2719	11946
HTC	5871	9662	15549	0	0	0	0	0	0	5671	9662	15949
GAD	167304	27484	198868	0	0	0	0	0	0	167304	27484	198868
GHI	8853	3754	13161	6224	316	6540	2600	232	2832	1617	4302	22534
GSA	312313	146372	520017	62857	5259	68116	13593	2112	15705	448763	153743	604438
ICC	18701	6277	25566	0	0	0	0	0	0	18701	6277	25566
LIB CUNG	23910	2628	49656	908	400	1308	0	232	232	24818	26260	51190
NASA	462631	91469	569935	21049	8	21057	0	0	0	483880	91477	590592
NCHA	1355	2250	3621	496	0	496	0	0	0	1851	2256	4123
NAT CREDIT UNION	16930	1648	18578	0	0	0	0	0	0	16930	1648	18578
NLRB	2228	6260	8920	20	0	20	0	0	0	2248	6240	8940
NSF	5157	11411	18422	160	45	204	0	0	0	5317	11459	18630
OMB	5664	4057	10411	192	0	192	0	0	0	3856	4057	10603
PANAMA CANAL	46238	29587	75825	126318	222	128540	110785	19153	129938	285341	48962	334303
RW RET BOARD	24206	25855	50227	0	0	0	0	0	0	24206	25855	50227
SEC	10519	1795	12470	24	0	24	0	0	0	10603	1795	12494
STL SVC	15076	66353	81424	0	0	0	1544	45009	46553	16420	111362	127982
SBA	22304	15980	38373	0	0	0	0	0	0	22304	15980	38373
SMITH INST	22843	4392	27279	4987	1960	6947	40	34	98	26870	6410	34324
SOLDIERS HOME	1071	2126	3197	864	256	1120	488	154	642	2423	2136	4959
VA	769596	550185	1331287	78166	23758	101924	170814	357167	527981	1018576	931110	1961192
TOTAL	25444848	9552444	32658081	5184145	215712	5399857	2951176	862394	3813570	34080169	10660540	44971508

GENERAL SCHEDULE PARTICIPANT RANK-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1,3918	114201	1,686419	520280	1,686419	520280	689246	689246	962422	53975	1016397	213994	10500	224494	*
COMMERCE	1,3462	69112	82574	80176	76659	1568325	2,36222	3,6117	2,95734	1,43935	11619	1,55524	*	*	11488
ARMY	1,44834	313082	457919	898614	445437	1344051	2,306530	2,06223	2,625453	692090	1,6707	708797	*	*	8576
NAVY	1,45973	192025	367998	326701	228051	754752	1,626589	1,07440	1,134574	3,69708	1,2896	3,82604	*	*	7424
AIR FORCE	93102	222430	312532	513087	250948	763935	1,262922	1,24117	1,405339	3,75276	9080	3,84356	*	*	9458
OTHER DOD	31275	89016	1,20891	259382	206746	466128	1,152203	217007	1,349210	284676	14152	298828	*	*	3352
HEW	104101	344301	444402	555751	1028359	1614110	447958	371100	819058	259674	49857	309531	*	*	9583
HUD	8936	48223	57159	63937	98029	161966	62629	22856	67885	47964	6948	54912	*	*	8228
INTERIOR	50603	93450	144053	258438	115080	373538	502553	79473	645626	114753	2405	117158	*	*	2832
JUSTICE	172127	370352	342482	450023	107135	563158	560142	25891	586033	112834	1628	114462	*	*	4597
LABOR	3108	29928	33036	16438	41535	57973	35953	23552	59505	101039	13944	114903	*	*	1630
STATE/ AID	6528	21255	28083	21150	69936	92086	24395	25366	9761	56878	12313	68991	*	*	6085
TRANS	151749	54353	206102	306023	56865	362686	1837108	39159	1874267	980521	11614	1000135	*	*	10804
TRUST. ASY	142439	519773	662212	1406259	996247	2402516	941283	172169	1113472	282746	10982	296728	*	*	10918
AEC	345	5255	5600	24880	14948	39828	29194	4310	33504	53957	2460	56417	*	*	5267
CAB	0	802	802	843	1889	2732	1386	529	1915	2051	184	2235	*	*	683
CSC	29029	26235	29444	13282	20366	33648	26419	9454	35873	1,338*	1,786	15175	*	*	718
CUST OF LIVING	64	228	592	814	1450	2264	1128	1296	2424	58	48	632	*	*	40
U. S. GOVT	63523	56756	120279	80601	72866	153470	55237	46059	101296	21294	6654	27948	*	*	1105
EPA	1221	10009	11230	17695	26547	44242	47989	8544	56530	38741	1,660	40401	*	*	1084
EDUC	60	7153	7213	489	564	6153	2876	3412	6348	4472	1026	5498	*	*	0
FCC	245	4435	4680	2348	30893	5431	3813	662	4675	4368	165	4533	*	*	1090
HHS	0	1384	1385	1036	1634	2870	3923	2123	6046	2518	280	5798	*	*	150

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FBI	40	1282	1322	1045	944	1989	4011	262	4273	3761	231	3992	*	*	360
FIC	212	3636	3848	6956	4536	2545	1860	4345	2216	268	244	*	*	*	416
GAU	2001	11423	13424	20335	8644	28977	63625	6749	90574	61345	468	61813	*	*	4080
GMI	743	1113	2458	2134	1317	3451	3312	708	4020	2662	16	2678	*	*	560
GSA	111262	51569	162838	101716	67717	169435	110483	24613	135096	48843	2473	51316	*	*	1932
FAC	410	2269	2479	1364	3459	4163	12239	709	12148	4808	40	4848	*	*	528
LIB COUN	2041	3403	5444	5091	11011	16702	10989	8522	19511	2189	2692	1641	*	*	116
ASA	4917	31089	40008	32847	30063	68910	163224	20336	203260	237641	4281	241922	*	*	15835
NSA	32	160	176	434	404	853	238	908	1446	336	164	220	*	*	16
NAT COUNCIL UND	42	136	176	3406	1250	4058	11167	222	11969	1713	40	1753	*	*	0
NLRD	93	2354	2444	630	3202	4032	444	674	1118	864	30	894	*	*	432
NSF	408	1062	2010	870	2450	6346	1074	1669	2743	2779	2630	2409	*	*	1854
UMB	60	200	260	296	2529	2827	938	1064	2002	4368	264	4632	*	*	690
PANAMA CANAL	12373	13476	25849	10227	9423	19650	17019	6845	23664	6619	43	6632	*	*	0
PN RET BOARD	232	890	1122	18388	23179	41567	4362	1730	6092	1224	56	1280	*	*	166
SLC	180	684	754	1596	431	2029	4618	441	3039	4183	239	4422	*	*	96
SEL SVC	755	17954	18709	4630	44737	49387	2148	3526	8674	4523	136	4639	*	*	0
SBA	174	574	591	2006	6169	10793	8962	2501	11466	11154	936	12090	*	*	69
SMITH INST	14703	986	15689	3374	1904	5283	2636	1270	3906	2125	232	2357	*	*	44
TELECOM	229	762	991	336	841	1177	352	411	823	154	52	206	*	*	0
VA	254683	320323	579006	163590	138010	301600	272219	7927	351479	15104	12592	87696	*	*	11506
TOTAL	1674125	3065694	4739819	640065	4432502	10833107	12984282	1657141	4841423	414873	226811	3099684	*	*	144048

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			MEN	WOMEN	TOTAL
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL			
AGRIC	3949	104	4053	41110	1646	42759	45059	1752	46811
COMMERCE	4132	94	4196	8054	1823	10482	12161	1917	14616
ARMY	170968	2777	173745	596936	20700	609796	760064	23477	782541
NAVY	964780	11543	976323	1366979	17163	1544142	231759	28706	2506465
AIR FORCE	158383	3212	161595	822984	69357	892341	981367	72569	1533936
OTHER DOD	11998	97	12095	62289	2468	64757	74287	2565	76822
HEW	10291	5579	15870	30742	18890	49632	41033	24469	65502
HUD	0	0	0	20	0	20	20	0	20
INTERIOR	28319	3683	32002	78655	15314	93969	106974	18997	12971
JUSTICE	29288	208	29496	4302	128	4433	33590	336	33926
LABOR	0	0	0	0	0	0	0	0	0
STATE/AID	228	48	276	112	24	136	340	72	412
TRANS	15964	94	16058	74460	68	74523	90424	162	90566
TREASURY	11844	1504	13348	93270	5679	98949	105114	7183	112297
AAC	75	0	75	144	0	144	219	0	219
CAB	0	0	0	0	0	0	0	0	0
CSC	80	0	80	40	0	40	120	0	120
CUST OF LIVING	0	0	0	0	0	0	0	0	0
D. C. GOVT	8237	116	8353	86847	1124	87971	95084	1240	96324
EPA	144	0	144	1063	0	1063	1207	0	1207
EEOC	25	0	25	50	0	50	75	0	75
FCC	0	0	0	263	0	263	263	0	263
FHLBB	70	0	70	40	40	80	110	40	150

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
F-PC	10	0	10	0	0	0	0	10	0
F-TC	0	0	0	0	0	0	0	0	0
GAO	0	0	0	0	0	0	0	0	0
GPU	1960	72	2032	4264	244	4508	6224	316	6540
GSA	20323	1574	21897	42534	3685	46219	62857	5259	68116
ICC	0	0	0	0	0	0	0	0	0
LIB CHNG	331	101	432	577	299	876	908	400	1308
NASA	3856	0	3856	17193	8	17201	21049	8	21057
NCHIA	472	0	472	24	0	24	496	0	496
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	20	0	20	0	0	0	20	0	20
NSF	40	0	40	120	48	168	160	48	208
OMB	80	0	80	112	0	112	192	0	192
PANAMA CANAL	11719	0	11719	116599	222	116821	128318	222	128540
RR RET BOARD	0	0	0	0	0	0	0	0	0
SEC	24	0	24	0	0	0	24	0	24
SEL. SVC	0	0	0	0	0	0	0	0	0
SBA	0	0	0	0	0	0	0	0	0
SMITH INST	3076	160	3236	1911	1600	3711	4987	1960	6947
SOLDIERS HOME	288	8	296	576	248	824	864	2-	1120
VA	35459	6470	41929	42107	17288	59995	78166	23758	101924
TOTAL	1496403	37444	1533847	3687742	178268	386610	5184145	215712	5399857

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	N. N-GOVT LONG-TERM	NON-GOVT SHORT-TERM	TOTAL	FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE PER EMPLOYEE
AGRIC	3482011	1305298	150406	1979571	6917286	2915591	1522871	11355748	190	90
COMMERCE	71297	522752	198493	1139919	2582461	1629095	196701	4408257	293	124
ARMY	5588108	1719965	122124	5187795	13697592	6897509	794571	21389072	120	57
NAVY	2732000	1082024	263126	5970319	1004749	9083158	1412673	20543300	187	62
AIR FORCE	4216816	501768	311819	2400902	1431305	5730673	1135731	14297710	160	54
OTHER DOI	2298404	681251	262041	6353116	387017	5866546	377941	10121504	206	163
HEW	3597182	3041446	572662	5454481	12665771	9424914	1014742	23105428	339	185
HUD	963973	279793	54231	347646	1645643	664978	63619	2374240	343	128
INTERIOR	2301731	1202784	117131	1081096	4702742	2114626	449522	7244890	207	102
JUSTICE	5980109	475394	5500	327621	6788624	6327325	767570	13883518	495	461
LABOR	274424	263194	69154	422860	1029632	812887	102515	1945034	239	133
STATE/AID	209182	409047	163093	342971	1124293	577528	77286	1779107	325	94
TRANS	6555332	663020	108267	1518746	10845365	22352512	1595066	34792944	684	487
TREASURY	2780032	483973	58811	809570	4132392	6539432	119453	12791288	131	100
AEC	48954	174856	42482	449858	716150	0	128389	844539	202	115
CAB	16169	16770	0	13853	47392	0	6270	536642	204	82
CSC	13277	194913	0	46582	254772	48156	12929	315857	87	50
CUST OF LIVING	3910	10167	0	7808	21885	20342	0	42227	227	44
D. C. GOVT	107842	90619	2787	261751	462999	2394980	61248	2919227	103	80
EPA	1162388	237137	50432	283025	1732982	1027041	103667	2863740	687	299
EOC	142289	79157	0	26889	248335	85693	0	334028	302	230
FCC	8359	43132	0	33906	85397	21671	6775	113843	185	69

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	NON-GOV'T LONG-TERM	NON-GOV'T SHORT-TERM	TOTAL	1-FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE PEM
HILBB	18368	14584	0	76102	109244	28310	0	137554	299	106
FPC	4342	19017	0	32808	56167	11534	6701	169	169	64
FTC	0	27022	0	52608	82630	5624	1720	141074	211	98
GAO	203873	98023	13813	280536	596305	205305	0	801610	140	168
GPO	402	23593	0	1670	41465	14176	319974	508815	654	61
SA	149674	518697	18330	369006	1035707	1417716	351264	2824687	159	69
ICC	5272	34566	0	22837	62675	18906	0	61581	134	47
LIB CUNG	50490	36077	0	57677	144244	19506	5000	344950	110	83
NASA	65033	258307	119124	188690	2329364	930754	75913	3335031	179	116
NCHA	0	1535	0	4612	6147	18730	0	24877	243	37
NAT CREDIT UNION	91656	10940	0	1163	103759	31660	1825	137244	240	251
NLRB	42644	15624	0	1034	65302	0	12188	77490	267	32
NSF	0	21905	7992	51860	81757	0	36164	117921	274	70
OMB	76	26418	10651	26351	63496	0	15926	19422	378	108
PANAMA CANAL	102936	61097	16667	139912	320642	368725	29603	718970	146	182
RN RET BOARD	9160	10228	0	1510	21498	71320	73827	166645	443	98
SEC	17171	12013	0	3348	32532	0	13734	46266	76	29
SEL SEC	321320	39811	35	727	361893	651254	182918	1196065	188	161
SBA	31509	63468	0	43522	138499	115682	3064	257248	210	48
SMITH INST	0	16752	0	22780	39532	36399	32542	108473	72	39
SOLDIERS HOME	956	1687	0	2505	5148	23653	7000	35801	98	29
VA	1341954	571024	202854	1977048	4092880	9835440	3083950	17012268	281	86
TOTAL	47642050	15360848	4041691	33923001	100867590	100688140	14207725	215763456	225	105

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL
AGRIC	1550142	770764	594085	2915591
COMMERCE	720575	451472	457048	1629095
ARMY	4790690	877591	1229222	6897509
NAVY	4854960	3340343	887856	9083158
AIR FORCE	3393233	1711877	625563	5730673
OTHER DOD	1495380	1800841	2570319	5860546
HED	5369297	1401727	2653891	9424914
HUD	536156	0	128822	664978
INTERIOR	1239956	492117	382553	2114626
JUSTICE	583936	2627223	3116100	6327325
LABOR	655504	9520	147863	812887
STATE/AID	351817	47912	177799	577528
TRANS	3243459	14408874	4700179	22352512
TREASURY	4448171	2239225	1852036	8539432
D. C. GOVT	168894	1206190	419896	2394980
EPA	75059	644169	307833	1027061
GAO	0	155814	49491	205305
GPO	132180	7807	7189	141176
GSA	394890	881003	141815	1417116
LIB CONG	97173	64864	33669	195706
NASA	196708	8465	125581	930754
PANAMA CANAL	89514	231542	47669	368725
SL SVC	605478	0	45776	651254
SBA	102559	0	13126	115085
VA	2036928	6092698	1105615	9835440
ALL OTHERS*	351497	43909	66158	461564
TOTAL	39284176	39516141	21887320	100688140

* 19 AGENCIES REPORTING LESS THAN \$100,000.

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	EMPLOYEES PER TRAINING PERSON
AGRIC	84	42	71	205	125740	613.37
COMMERCE	39	28	95	123	35534	287.91
ARMY	332	91	156	579	311961	642.42
NAVY	291	296	108	701	327079	460.59
AIR FORCE	221	126	80	433	267253	617.21
OTHER DOD	19	99	162	341	61946	181.37
HEW	311	95	343	555	124490	164.83
HUD	21	0	11	38	18431	475.03
INTERIOR	69	29	39	134	70670	526.29
JUSTICE	39	133	241	415	30054	72.42
LABOR	34	1	18	54	14607	270.25
STATE/AID	17	2	16	35	18771	536.31
TRANS	167	705	307	1179	71341	60.47
TREASURY	256	161	203	622	127129	204.30
D. C. GOVT	44	93	43	185	36275	196.08
EPA	4	34	31	69	9557	137.71
GAO	0	8	6	14	4754	339.57
GSA	22	30	17	69	40480	586.67
LIB CONG	6	3	4	13	4131	317.77
NASA	41	1	15	57	28507	495.77
PANAMA CANAL	6	15	5	27	3945	143.77
SEL SVC	39	0	0	45	7394	164.31
VA	151	397	165	713	196530	275.64
ALL OTHERS*	33	4	11	43	50425	1036.49
TOTAL	2320	2403	2136	6860	2047004	313.13

* 21 AGENCIES REPORTING LESS THAN 10 FULL-TIME PERSONNEL

APPENDIX D

TRAINING RESOURCE PUBLICATIONS

Except where otherwise noted, the following publications are available through the Government Printing Office.

1. *Interagency Training Catalog of Courses.* Training programs open to Federal, state, or local government employees are described in this catalog. Intended primarily for the Washington, D.C. area clientele, it contains descriptions of courses and prerequisites for enrollment for courses offered by a number of Federal agencies. Similar information about interagency training courses is available from the Regional Training Centers for the geographic areas served by the ten Regional Offices of the Civil Service Commission.
2. *Interagency Training Courses Calendar.* Lists of courses to be offered during each quarter are published in this calendar. It also includes descriptions of courses that have been developed since the publication of the Interagency Training Catalogue and information about dates, costs, locations and offices to contact for registration or enrollment information. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
3. *Agency Training Centers for Government Employees.* Information on agency operated training centers is provided in this publication. It includes descriptive information about the general characteristics of these centers and the numbers and kinds of courses available through them. It is designed to furnish current training resource data for use by training officials and others at Federal, state and local levels.
4. *Off-Campus Study Centers for Government Employees.* This publication identifies facilities that have been established by cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Federal employees. It contains

current information about the programs and courses offered by educational institutions to employees at Federal agency work sites after working hours.

5. *A Catalog for Adult Continuing Educational Opportunities.* This catalog is intended primarily for government personnel in the Washington, D.C. metropolitan area. It contains information about the number and variety of programs offered at these centers and identifies contact points from which additional information may be obtained.
6. *Instructional Systems and Technology: An Introduction to the Field and Its Use in Federal Training.* This pamphlet provides a brief description of the instructional systems approach to training and explains some of the new techniques which have become popular with the advent of sophisticated audio-visual equipment and programmed instruction.
7. *Application of a Systems Approach to Training: A Case Study.* This case study explains the steps followed in developing the curriculum for the Consolidated Federal Law Enforcement Training Center, describes the problems encountered and the solutions arrived at, and provides a general guide for others who wish to use a systems approach to curriculum development.
8. *Programmed Instruction: A Brief of Its Development and Current Status.* This paper offers a concise, non-technical synthesis of the major developments in programmed instruction and includes some determination of the extent to which programmed materials are being applied in Federal agencies.
9. *Training Evaluation: A Guide to Its Planning, Development and Use in Agency Training Courses.* This paper describes one approach that can be used to assess the effectiveness of internally developed and conducted agency training courses and includes a discussion of factors to be considered when implementing the evalua-

tion program, a conceptual framework for evaluation, the essential steps in developing training objectives and an in-course training evaluation process.

10. *Computer Assisted Instruction: A General Discussion and Case Study.* This pamphlet presents a general discussion of a relatively recent aspect of training technology (Computer Assisted Instruction) and describes the U.S. Naval Academy's specific experiences in this area.
11. *Visual Materials: Guidelines for Selection and Use in Training Situation.* This paper discusses the characteristics, advantages, limitations and uses of the most commonly encountered instructional media. In addition, it offers guidelines that a training specialist can use when selecting visual materials for group instruction.
12. *Directory of Instructional Programs in Supervision and Management Training.* This catalog describes programs in the public domain used for training supervisors and managers that are available to other agencies having like managerial and supervisory training tasks. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
13. *Long-term Training.* This pamphlet is designed to assist agency managers, supervisors, and training personnel in planning for and using long-term training opportunities authorized under the Government Employees Training Act. It presents ideas and general guidance on the management of long-term training. Also included is a listing of some current long-term training programs available to Government employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
14. *Education for Public Management.* This pamphlet describes the EPM program which provides for a nine month residential academic experience at one of nine participating universities in cooperation with the Civil Service Commission and the sponsoring agencies. The program is designed to develop those talents and abilities necessary for effective executive and managerial performance in the public sector. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
15. *Information on Foreign Language Training Courses in the Federal Government.* This paper contains a listing of foreign language courses, primarily in the D.C. metropolitan area, available to Federal employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
16. *"Executive And Management Training: Course Listings and Descriptions, FY 74."* This brochure is intended to provide agencies with a convenient reference to Civil Service Commission executive and management courses conducted by the Federal Executive Institute, the Three Executive Seminar Centers, and the six Training Centers in Washington, D.C. A listing of courses given in Washington which are also available in the Regional Training Centers is included. Not available from the Government Printing Office, the brochure may be obtained from the Training Operations Division, Bureau of Training, United States Civil Service Commission.